



Your Dreams Our Goal
POORNIMA
UNIVERSITY

Member of Association of Indian Universities & Approved by UGC (Govt. of India) under 2(f) & 12(B)

**FACULTY OF
MANAGEMENT & COMMERCE**

DEPARTMENT OF MANAGEMENT



**SCHEME & SYLLABUS
BOOKLET**

Batch 2025-27

SCHEME & SYLLABUS

MBA

BATCH: 2025-27

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Disclaimer: The scheme, syllabus and other materials published in this booklet may be changed or modified as per the requirement after approval of competent authority. The decision taken by the management of Poornima University will be final and abiding to all.

Student Details

Name of Student:

Name of Program:

Semester:

Year:

Batch:

Faculty of:



Your Dreams Our Goal POORNIMA UNIVERSITY

Member of Association of Indian Universities & Approved by UGC (Govt. of India) under 2(f) & 12(B)

Vision of the University

To create knowledge - based society with scientific temper, team spirit and dignity of labour to face global competitive challenges

Mission of the University

To evolve and develop skill-based systems for effective delivery of knowledge so as to equip young professionals with dedication and commitment to excellence in all spheres of life

Vision of the School

To produce globally competitive and socially sensitive professionals in the areas of management and commerce by imparting value-based education, research and innovative pedagogy to lead economic and social development of the society.

Mission of the School

- Disseminating knowledge of management through a portfolio of educational programs and publications
 - Promote a culture of academic excellence benchmarked against the best institutions in its peer group.
 - Continuously develop the curriculum to match international standards along with its content.
 - Provide student – centric learning environment through high quality teaching and innovative pedagogy.
 - Establishing a transparent, scientific and impartial examination / evaluation system to ensure fair certification process.
 - Implement the Outcome Based Education starting from designing the syllabus to delivery of the content to attainment.
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- Promote industry – institute partnerships for academic & research collaboration and share knowledge for innovation and development.
- Organize various National / International Seminars / Workshops / Management Games/ Quizzes / Conferences by partnering with various corporate stalwarts and faculties from various elite academic institutes in order to abreast on latest management trends and develop the corporate culture & habits among the students
- Organize various sessions, seminars in order to promote entrepreneurial ideas among the students.
- Promote disciplined and ethical environment among all the stakeholders

Program Educational Objectives (PEOs)

PEO I	Graduates of the MBA program will successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real-world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.
PEO II	Graduates of the MBA program will possess excellent communication skills, excel in cross-functional, multi-disciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.
PEO III	Graduates of the MBA program will be appreciative of the significance of Indian ethos and values in managerial decision making and exhibit value centred leadership.
PEO IV	Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in life-long learning.
PEO V	Graduates of the MBA program will be recognized in their chosen fields for their managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance and earn the trust & respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs and change agents.

Program Outcomes (POs)

PO I	Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues.
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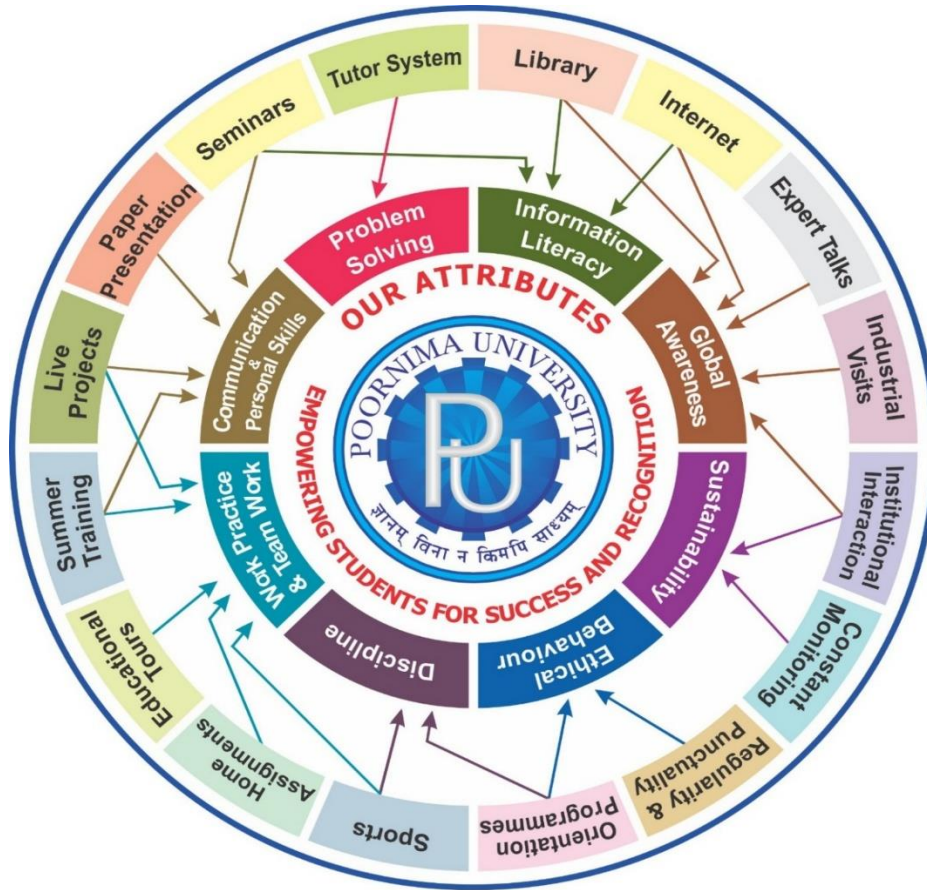
PO II	Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem-solving tools and techniques.
PO III	Ability to conduct investigation of multidimensional business problems using research-based knowledge and research methods to arrive at data driven decisions.
PO IV	Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society atlarge.
PO V	Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
PO VI	Ability to approach any relevant business issues from a global perspective and exhibitan appreciation of Cross-Cultural aspects of business and management.
PO VII	Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills forfounding,leading&managingstartupsaswellasprofessionalizingandgrowingfamilybusinesses.
PO VIII	Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmentalaspects.
PO IX	Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act withintegrity.
PO X	Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge andskills.

Program Specific Outcomes (PSOs)

PSO I	Possess essential professional management skills that make them confident to develop high quality management solutions in various application domains under various realistic constraints.
PSO II	Engage and succeed in their professional careers through team work, ethical behaviour, proactive involvement and effective communication
PSO III	Demonstrate an understanding of the importance of life-long learning through professional development and practical training
PSO IV	Assume progressively managerial, leading and influential roles in their organisations and communities

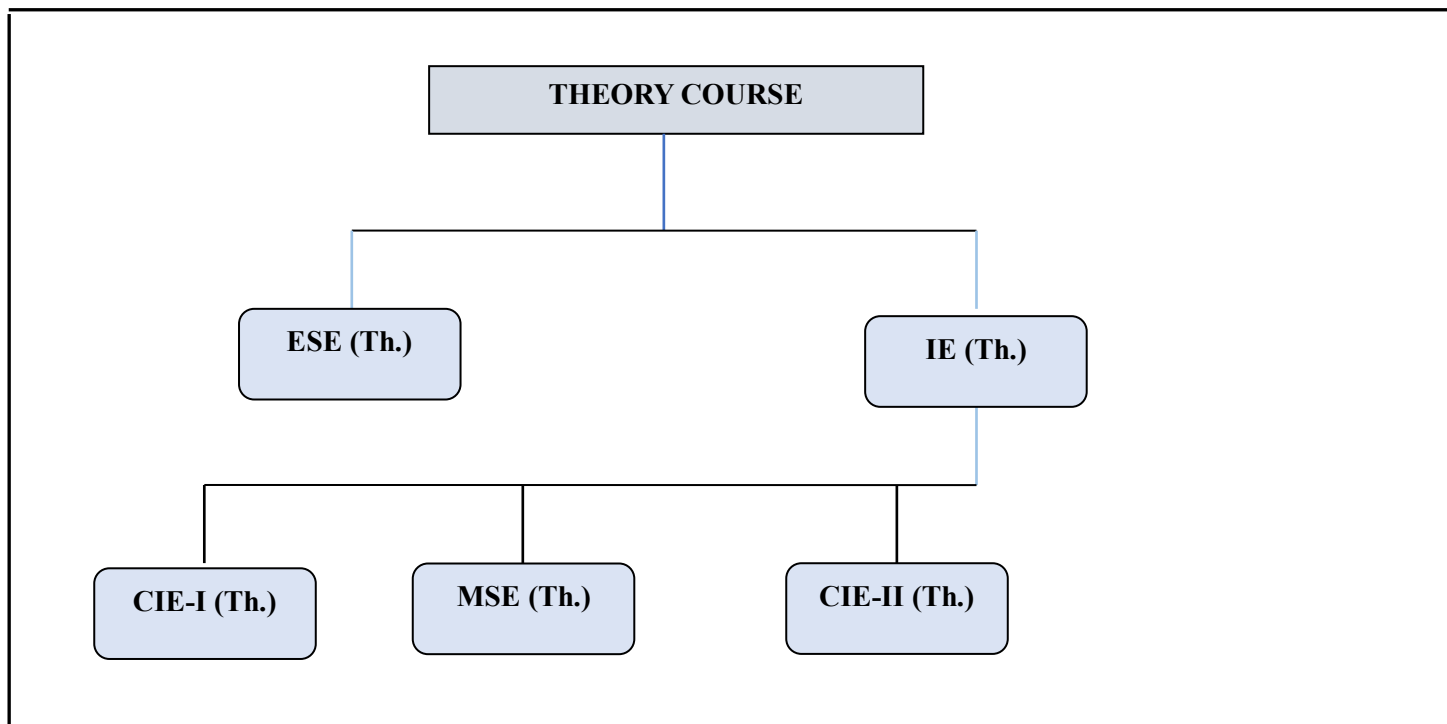
Knowledge Wheel

At Poornima, the academic atmosphere is a rare blend of modern technical as well as soft skills and traditional systems of learning processes.

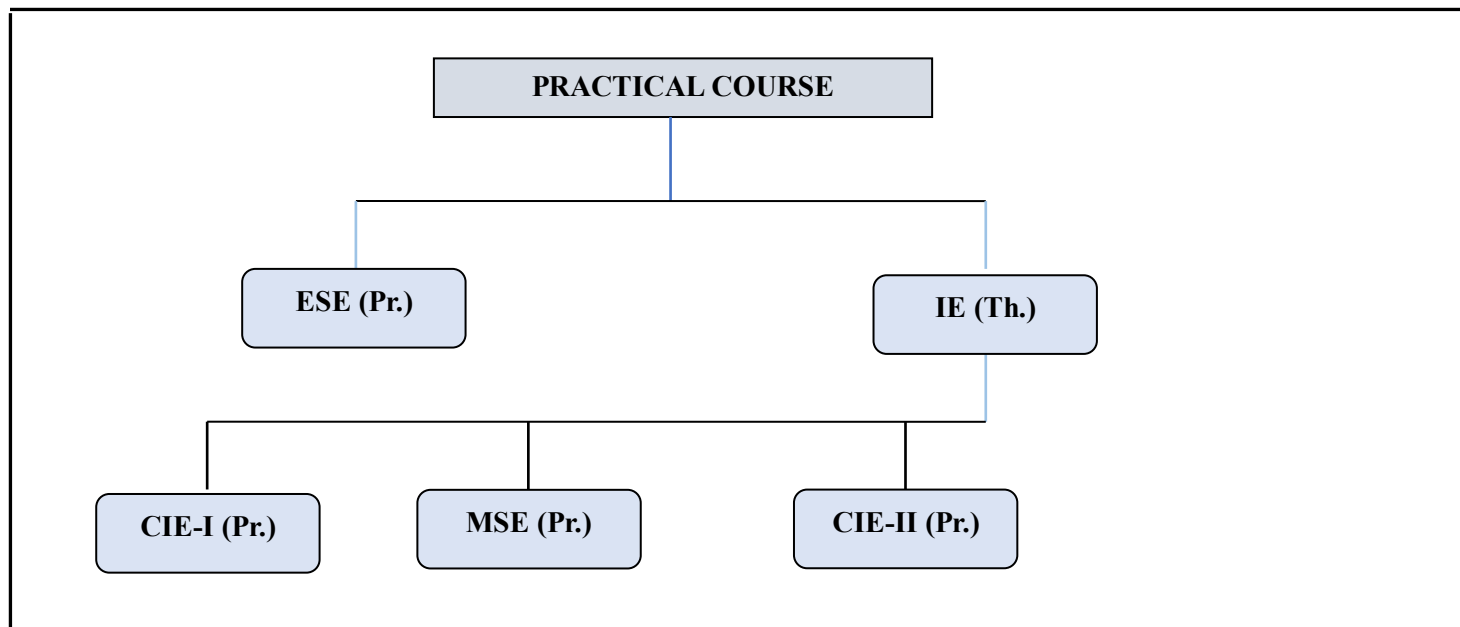


Examination System:

A. Marks Distribution of Theory Course:



B. Marks Distribution of Practical Course :



Th. : Theory, **Pr.** : Practical, **ESE:** End Semester Examination, **MSE:** Mid Semester Examination, **CIE:** Continuous Internal Evaluation.

CO Wise Marks Distribution:

	Theory Subject		Practical/ Studio Subject	
	Maximum Marks	CO to be Covered	Maximum Marks	CO to be Covered
CIE-I (Class Test)	80(40+40)	1 & 2	120 (60+ 60)	1 & 2
MSE	80(40+40)	3 & 4	120 (60+ 60)	3 & 4
CIE-II (Activity/ Assignment)	40 (40)	5	60 (60)	5
ESE	60	1 to 5	40	1 to 5
TOTAL	IE-200 convert into 40+ESE 60 = 100 -		IE-300 convert into 40+ESE 60 = 100	



COURSE OUTCOME (CO) WISE MARKS DISTRIBUTION

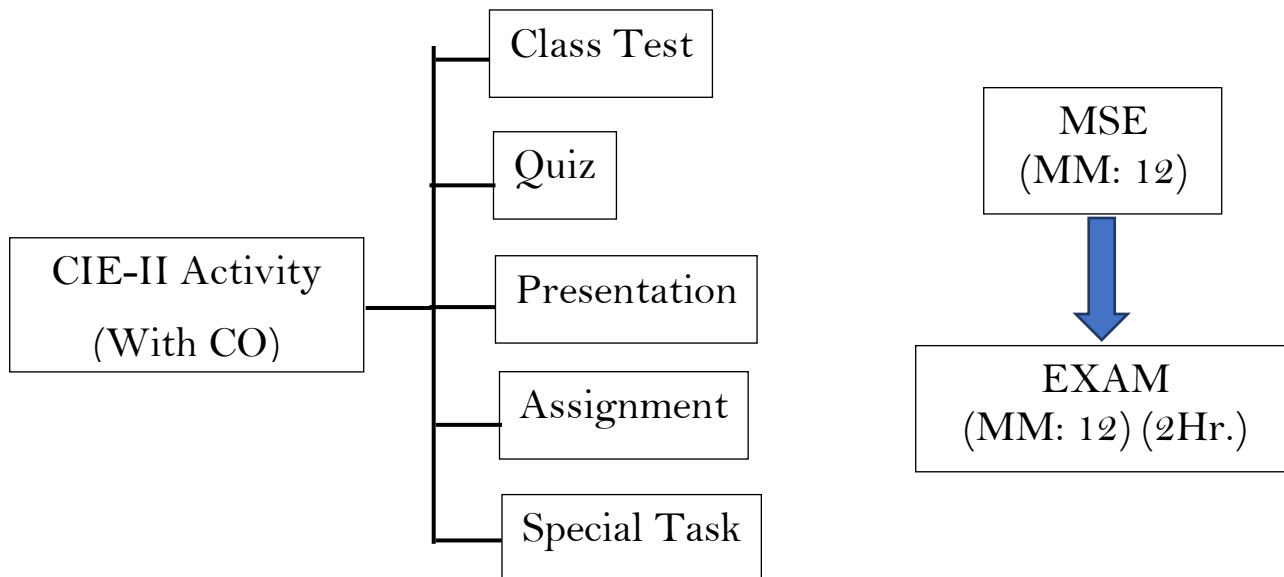
(Applicable for Batches Admitted from 2023-24 & onwards)

ITEM	Theory Courses		Practical/Studio Courses	
	Max Marks	CO to be covered	Max Marks	CO to be covered
CIE-I	80 (40+40)	1 & 2	120 (60+60)	1 & 2
MSE	80 (40+40)	3 & 4	120 (60+60)	3 & 4
CIE-II	40 (40)	5	60 (60)	5
ESE	60	1 to 5	40	1 to 5
Total Marks	IE-200 covert into 40+ESE 60=100		IE-300 covert into 60+ESE 40=100	

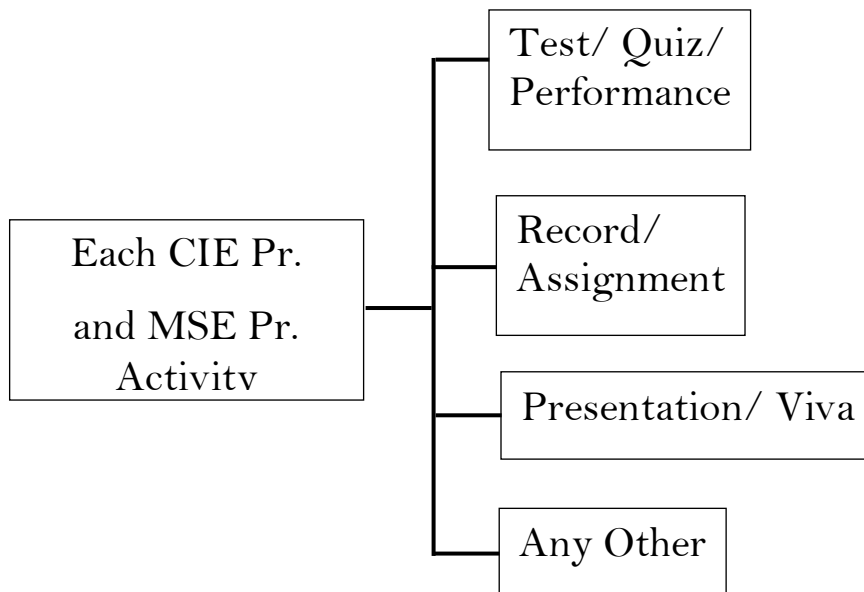
Minimum Passing Percentage in All Exams:

S. No.	Program	Minimum Passing Percentage in All Exam	
		ESE Component	Total Component
1	Course Work for Ph.D Registration	-----	50 %
2	B.Arch.	45 %	50 %
3	MBA, MHA, MPH, MCA, M. Tech., M. Plan. and M. Des.	40 %	40 %
4	B. Tech., B. Des., BCA, B.Sc., BVA, B. Voc., BBA, B.Com., B.A. and Diploma	35 %	40 %
5	B. Sc. (Hospitality & Hotel Administration)	35 %	40 % (Theory) & 50 % (Practical)

Break-up of Internal Exam (Theory):



Break-up of Internal Exam (Practical):



Assessment & Grade Point Average: SGPA, CGPA:

SGPA Calculation

$$SGPA = \frac{C_1G_1 + C_2G_2 + \dots + C_nG_n}{C_1 + C_2 + \dots + C_n}$$

$$SGPA = \frac{\sum_i C_i \times G_i}{\sum_i C_i}$$

Where (as per teaching Scheme & Syllabus) :

C_i is the number of Credits of Courses i ,

G_i is the Grade Point for the Course i and $i = 1, 2, \dots, n$

n = number of courses in a programme in the Semester

CGPA Calculation

$$CGPA = \frac{C_1 G_1 + C_2 G_2 + \dots + C_n G_n}{C_1 + C_2 + \dots + C_n}$$

$$CGPA = \frac{\sum_i C_i \times G_i}{\sum_i C_i}$$

Where (as per teaching Scheme & Syllabus) :

C_i is the number of Credits of Courses i ,

G_i is the Grade Point for the Course i and $i = 1, 2, \dots, n$

n = number of courses in a program of all the Semester up to which CGPA is computed.

Grading Table:

Grading Table-A: For B.Arch. and course work for Ph.D. Registration

Academic Performance	Grade	Grade Point	Marks Range (in %)
Outstanding	A+	10	$90 \leq x \leq 100$
Excellent	A	9	$80 \leq x < 90$
Very good	B+	8	$70 \leq x < 80$
Good	B	7	$60 \leq x < 70$
Average	C	6	$50 \leq x < 60$
Fail	F	0	$x < 50$

Grading Table-B: For all courses except B.Arch. and course work for Ph.D. Registration

Academic Performance	Grade	Grade Point	Marks Range (in %)
Outstanding	A+	10	$90 \leq x \leq 100$
Excellent	A	9	$80 \leq x < 90$
Very good	B+	8	$70 \leq x < 80$
Good	B	7	$60 \leq x < 70$
Average	C	6	$50 \leq x < 60$
Satisfactory	D	5	$40 \leq x < 50$
Fail	F	0	$x < 40$

Calculation of SGPA

$$SGPA = \frac{\sum_i C_i \times G_i}{\sum_i C_i}$$

$$SGPA = \frac{C_1 G_1 + C_2 G_2 + \dots + C_n G_n}{C_1 + C_2 + \dots + C_n}$$

Calculation of CGPA

$$CGPA = \frac{\sum_i C_i \times G_i}{\sum_i C_i}$$

$$CGPA = \frac{C_1 G_1 + C_2 G_2 + \dots + C_n G_n}{C_1 + C_2 + \dots + C_n}$$

where (as per teaching scheme & syllabus): C_i is the number of credits of subject i , G_i is the Grade Point for the subject i and $i = 1$ to n , n = number of subjects in a course in the semester

Award of Class:

CGPA	Equivalent Division
$7.50 \leq \text{CGPA}$	First Division with Distinction
$6.50 \leq \text{CGPA} < 7.50$	First Division
$5.50 \leq \text{CGPA} < 6.50$	Second Division
$4.50 \leq \text{CGPA} < 5.50$	Pass Class

The multiplication factor for conversion of CGPA to percentage is Equivalent % of Marks = $(\text{CGPA}-0.5) \times 10$.

For Example if CGPA = 5.5 then % is $(5.5-0.5) \times 10 = 50\%$.

Guidelines for MOOC COURSES:

1. Applicable from the session 2020 – 21 onwards, for students aspiring for HONOURS Degree.
2. The UGC has issued UGC (Credit Framework for Online Learning Courses) Regulation, 2016. These shall apply to all universities established or incorporated by or under a Central Act, a Provincial Act, or a State/Union Territory Act and all institutions recognized by or affiliated to such Universities and all institutions deemed to be universities under Section 3 of the UGC Act, 1956.
3. All India Council for Technical Education (AICTE) has introduced Model Curriculum for Bachelor programs of 4 years/ 3 Years, and additional credits will be required to be done for the degree of Bachelor program with Honours. These additional credits will have to be acquired with online courses (MOOCs) as per AICTE.
4. This creates an excellent opportunity for students to acquire the necessary skill set for employability through massive online courses where the rare expertise of world famous experts from academics and industry are available.
5. Students are required to complete additional credits through MOOCs within 4 years/ 3years of time (whatever be applicable time for the completion of registered program) so as to become eligible for Honours degree as per norms.
6. It is necessary to complete minimum MOOCs credit course as mentioned below for becoming eligible for the Honours degree in the registered program.
7. MOOC Course Credits shall be calculated as per details given below:
8. Student are required to give the prior information about MOOCs courses to his respective HOD and COE, in which he/she wants to register for online certification.

25MBXCBX1101	Managerial Accounting	3	0	0	45	40	60	100	3
25MBXCBX1102	Organizational Behavior	3	0	0	45	40	60	100	3
25MBXCBX1103	Business Research Methods	3	0	0	45	40	60	100	3
25MBXCBX1104	Basics of Marketing	3	0	0	45	40	60	100	3
25MBXCBX1105	Digital Business	2	0	0	30	40	60	100	2
25MBXCBX1106	Management Fundamental	2	0	0	30	40	60	100	2
A.2	Practical								
B.		Minor Stream Courses/ Department Electives							
B.1	Theory								
25MBXCBX1107	Economic Analysis for Business Decisions	3	0	0	45	40	60	100	3
25MBXCBX1108	Decision Science- I	2	0	0	30	40	60	100	2
B.2	Practical								
C		Multidisciplinary Courses							
25MBXCBX1109	Legal Aspect of Business	2	0	0	30	40	60	100	2
D		Ability Enhancement Courses (AEC)							
25MBXCBX1201	Personal Excellence for Managers	1	0	2	45	60	40	100	1
E		Skill Enhancement Courses (SEC)							
25MBXCBX1202	Modelling with Spreadsheet - I	1	0	2	16	60	40	100	1
	Essentials of Psychology for Managers	2	0	0		40	60	100	2
	Demand Analysis & Forecasting	2	0	0		40	60	100	2
F		Value Added Courses (VAC)							
25MBXCBX1203	Meditation for Excellence in Life		0	1	16	60	40	100	1
25MBXCBX1110	Indian Knowledge System	1	0	0	15	40	60	100	1
Total		26	0	5	31				27

POORNIMA UNIVERSITY, JAIPUR

Faculty of Management & Commerce

Name of Program: Masters of Business Administration

Batch 2025-27

Teaching Scheme for Year I Semester II

Semester-II

Course Code	Name of Course	Teaching Scheme				Marks Distribution			Credits
		Lecture (L)	Tutorial (T)	Practical (P)	SH	IE	ESE	Total	
A.		Major (Core Courses)							
A.1	Theory								
25MBXCBX2101	Marketing Management	3	0	0	45	40	60	100	3

25MBXCBX2102	Marketing Research & SPSS	3	0	0	45	40	60	100	3
25MBXCBX2103	Services Marketing	3	0	0	45	40	60	100	3
25MBXCBX2104	Digital Marketing	2	0	0	30	40	60	100	2
	Marketing of Luxury Products	2	0	0		40	60	100	2
A.2	Practical								
B.		Minor Stream Courses/ Department Electives							
B.1	Theory								
25MBXCBX2105	Decision science- II	2	0	0	30	40	60	100	2
	Finance								
25MBXEBX2111	Security Analysis & Portfolio Management	2	0	0	30	40	60	100	2
	Financial Reporting	2	0	0		40	60	100	2
	Human Resource Management								
25MBXEBX2112	Learning & Development	2	0	0	30	40	60	100	2
	Public Relations & Corporate Communications	2	0	0		40	60	100	2
	Business Analytics								
25MBXEBX2213	Introduction to Business Analytics	2	0	2	30	60	40	100	2
	Industrial Internet of Things	2	0	0		40	60	100	2
B.2	Practical								
C		Multidisciplinary Courses							
25MBXCBX2106	Financial Management	3	0	0	45	40	60	100	3
25MBXCBX2107	Human Resource Management	3	0	0	45	40	60	100	3
D		Ability Enhancement Courses (AEC)							
25MBXCBX2201	Employability Skills for Managers	0	0	2	15	60	40	100	1
25MBXCBX2108	Business Knowledge - I	1	0	0	15	40	60	100	1
	Foreign Language -1 (French)	0	0	2		60	40	100	1
	Verbal Communication Skill Lab	0	0	2		60	40	100	1
E		Skill Enhancement Courses (SEC)							
25MBXCBX2202	Modelling with Spreadsheet - II	0	0	2	15	60	40	100	1
F		Value Added Courses (VAC)							
25MBXCBX2109	Introduction to AI	2	0	0	15	60	40	100	1
	Business Systems & Procedures	2	0	0		40	60	100	2
Total		24	0	4					25
Total Teaching Hours		28							

25MBXEBC3113	Strategic Human Resource Management	3	0	0	45	40	60	100	3
25MBXEBC3114	Performance Management System	2	0	0	30	40	60	100	2
	Mentoring and Coaching	2	0	0		40	60	100	2
	Business Analytics								
25MBXEBC3115	Machine Learning	3	0	0	45	40	60	100	3
25MBXEBC3116	Big Data Analytics	2	0	0	30	40	60	100	2
	Social Media Analytics	2	0	0		40	60	100	2
B.2	Practical								
C		Multidisciplinary Courses							
25MBXCBC3104	Strategic Management	3	0	0	45	40	60	100	3
25MBXCBC3105	Operations & Supply Chain Management	3	0	0	45	40	60	100	3
25MBXCBC3106	Start-Up and New Venture management	2	0	0	45	40	60	100	2
D		Ability Enhancement Courses (AEC)							
25MBXCBC3201	Professional Skills for Corporate	0	0	2	30	60	40	100	1
25MBXCBC3202	Business Knowledge- II	0	0	2	30	60	40	100	1
	Foreign Language-II (French)	0	0	2		60	40	100	1
E		Skill Enhancement Courses (SEC)							
25MBXCBC3203	Selling & Negotiations Skills Lab	0	0	2	15	60	40	100	1
G		Summer Internship / Research Project / Dissertation							
25MBXCBC3511	On the Job training	2	0	2	30	60	40	100	6
	Total	22	0	8					29
	Total Teaching Hours								29

POORNIMA UNIVERSITY, JAIPUR

Faculty of Management & Commerce

Name of Program: Masters of Business Administration
Batch 2025-27

Teaching Scheme for Year II Semester IV

Semester-IV

Course Code	Name of Course	Teaching Scheme				Marks Distribution			Credits
		Lecture (L)	Tutorial (T)	Practical (P)	SH	IE	ESE	Total	
A.		Major (Core Courses)							
A.1	Theory								
25MBXCBX4101	Marketing Strategy	3	0	0	45	40	60	100	3
25MBXCBX4102	International Marketing	2	0	0	30	40	60	100	2
25MBXCBX4103	Integrated marketing Communication	2	0	0	30	40	60	100	2
	Tourism & Hospitality Marketing	2	0	0		40	60	100	2
A.2	Practical								
B.		Minor Stream Courses/ Department Electives							
B.1	Theory								
	FIN								
25MBXEBC4111	Personal Finance Planning	3	0	0		40	60	100	3
25MBXEBC4112	Mutual Fund Management	2	0	0		40	60	100	2
	Rural & Micro Finance	2	0	0		40	60	100	2
	HR								
25MBXEBC4113	Employee Relations & Labor Legislation	3	0	0		40	60	100	3
25MBXEBC4114	Labor Economics and Costing	2	0	0		40	60	100	2
	Designing HR Policies	2	0	0		40	60	100	2
	BA								
25MBXEBC4115	Data Visualization	3	0	0		40	60	100	3
25MBXEBC4116	Social Media Analytics	2	0	0		40	60	100	2
	Mobile Analytics	2	0	0		40	60	100	2
B.2	Practical								
C		Ability Enhancement Courses (AEC)							
25MBXCBX4201	Self Development for Corporates	1	0	2	45	60	40	100	1
D		Value Added Courses (VAC)							
25MBXCBX4104	Indian Ethos & Business Ethics / Business Ethics (MOOC Course)	3	0	0	45	40	60	100	3 (IKS)
Total		16	0	2					16

Total Teaching Hours	
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SEMESTER -I

Code: MBXCBX1101	Managerial Accounting	3 Credits [LTP: 3-0-0]
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Managerial Accounting

Semester	I	Specialization	
Course code	GC-01	Type	Major Core
Credit	3	Pattern (L:T:P)	3:0:0
Course Title	Managerial Accounting	No. Hours	45

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO – 01	REMEMBERING & UNDERSTANDING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control, and Standard Costing. EXPLAIN in detail all the theoretical concepts taught through the syllabus
CO – 02	APPLYING	PERFORM all the necessary calculations using the relevant numerical problems.
CO – 03	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO – 04	EVALUATING	EVALUATE the financial impact of the decision.
CO – 05	CREATING	CREATE the Financial Statement of Sole Proprietor, Cost Sheet, and Budgets

COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	0	1	0	1	0	0	2	0	0

CO 2	1	3	0	0	0	0	0	0	1	2	2	1	0
CO 3	0	2	3	1	1	0	2	0	0	0	2	0	1
CO 4	0	2	3	0	1	1	0	0	2	0	2	2	1
CO 5	3	2	0	0	0	0	3	1	0	2	2	1	1

Syllabus:

Unit	Unit Details
1.	Basic Concepts (Total Hours 4+2 hrs)
	Forms of Business Organization. Meaning and Importance of Accounting in Business Organization, Basic concepts and terms used in accounting, Capital & Revenue Expenditure, Capital & Revenue Receipts, Users of Accounting Information. Accounting Concepts and Conventions, Fundamental Accounting Equation, Ancient Indian / Mahajani Accounting System – history, Bahi – Khata, advantages & Limitations, Indian Accounting System v/s Modern Accounting System, Journal, Ledger, and Trial Balance.
2.	Financial Statements: (Total Hours 7+2 hrs)
	Meaning of Financial Statements, Importance and Objectives of Financial Statements. Preparation of final accounts for a sole proprietary firm.
3.	Cost Accounting: (Total Hours 8+2 hrs)
	Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Types of Cost, Elements of Cost, Classification and Analysis of Costs, Preparation of Cost Sheet.
4.	Marginal Costing (Total Hours 8+2 hrs)
	Meaning, Principles, Advantages and Limitations, Contribution, P/V Ratio, Break-Even Point (BEP), Cost Volume Profit (CVP) Analysis
5.	Cost Control Techniques (Total Hours 8+2 hrs)
	Budgetary Control & Standard Costing: Budgetary Control: Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Cash Budget and Flexible Budget, Standard Costing: Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis. Material Variances– Material Cost Variance, Material Rate Variance, Material Usage Variance, Material Mix Variance, and Material Yield Variance.

Textbook(s):

Unit	Unit Details
1	Management Accounting- Khan and Jain, Tata McGraw-Hill
2	Fundamentals of Management Accounting - H. V. Jhamb
3	Managerial Accounting - Dr. Mahesh Abale and Dr. Shriprakash Soni
4	Management Accounting - Dr. Mahesh Kulkarni
5	Bahi–Khata: The Traditional Accounting System of India – A. N. Aggarwal
6	Ancient India Accountancy: A Study – Krishna Mohan Tummala

Suggested Reference Books:

1. Financial Cost and Management Accounting, P. Periasamy
2. Financial Accounting for Management, Shankarnarayanan Ramanath, CENGAGE Learning
3. Accounting for Management, S. N. Maheshwari
4. Management Accounting, MadhuVij
5. Fundamentals of Management Accounting, H. V. Jhamb
6. Cost and Management Accounting, M. N. Arora
7. Financial Accounting for Managers, Sanjay Dhmiya, Pearson Publications
8. Management Accounting, Mr. Anthony Atkinson, Robert Kaplan, Pearson
9. Accounting For Management, Jawarhar Lal
10. Accounting, Shukla Grewal
11. Management Accounting, Ravi Kishore
12. Accounting for Managers, Dearden and Bhattacharya
13. The Arthashastra: Selections from the Classic Indian Work on Statecraft – Kautilya (Edited by Patrick Olivelle)
14. Kautilya’s Arthashastra – Translated into English by R. Shamasastri

Code: MBXCBX1102

Organizational Behavior

3 Credits [LTP: 3-0-0]

Organisational Behaviour

Semester	I	Specialization	
Course code	GC-02	Type	Major Core
Credit	3	Pattern (L:T:P)	3:0:0
Course Title	Organisational Behaviour	No. Hours	45

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
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CO – 01	REMEMBERING & UNDERSTANDING	Describe the complexities of individual and group behavior in organizations. Explain the implications of organizational behavior from the perspectives of employees, managers, leaders, and the organization.
CO – 02	APPLYING	APPLY the Theories, Models, Principles, and Frameworks of organizational behavior in specific organizational settings
CO – 03	ANALYSING	ANALYZE human behavioural problems like conflict, low motivational levels, politics, attitudinal issues etc., and develop solutions to these problems.
CO – 04	EVALUATING	FORMULATE approaches to reorient individual, team, managerial, and leadership behavior to achieve organizational goals.
CO – 05	CREATING	DEVELOP strategies for challenges faced during shaping organizational behavior, organizational culture, and organizational change.

COs AND POs / PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	0	1	0	1	0	1	2	1	1
CO 2	2	3	0	1	1	1	0	0	0	1	2	0	0
CO 3	0	2	3	1	2	0	1	1	0	0	2	2	1
CO 4	0	2	2	2	3	0	0	0	1	0	2	2	0
CO 5	1	2	2	2	3	0	1	0	0	1	2	2	1

Syllabus:

Unit	Unit Details
1.	Fundamentals of OB: (Total Hours 7+2 hrs)
	Definition, scope, and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC). Personality: Definition- Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window. Relevant case studies on personality
2.	Perception: (Total Hours 7+2 hrs)
	Meaning and concept of perception, Factors influencing perception, Perceptual process, social perception (stereotyping and halo effect), Relevant case studies on Perception.
3.	Motivation : (Total Hours 8+2 hrs)
	Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor Model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation. Relevant case studies on Motivation
4.	Group and Team Dynamics: (Total Hours 8+2 hrs)
	The Meaning of Group, Group Behaviour & Group Dynamics, Types of Groups, The Five-Stage Model of Group Development, Team Effectiveness & Team Building. Leadership: Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types, leadership principles from Indian epics and scriptures (e.g,

	Ramayana and Mahabharata), Managerial Grid Theory of Leadership, Path Goal Theory of leadership, and Situational Leadership (Hersey-Blanchard) Model. Relevant case studies on Group dynamics and Leadership
5.	Stress at the workplace: (Total Hours 6+2 hrs)
	Work Stressors – Prevention and Management of stress – counselling, Importance of Yoga in Stress Management, Balancing work and Life, causes of work stress. Organizational Change: Meaning, definition & Nature of Organizational Change, Types of Organizational Change, Forces that act as stimulants to change. Kurt Lewin’s- Three-step model, How to Overcome the Resistance to Change, Methods of Implementing Organizational Change. Relevant case studies on stress management and organizational change

Textbook(s):

Unit	Unit Details
1	Organizational Behaviour, Robins.
2	Organizational Behaviour, Nelson & Quick.
3	Organizational Behaviour, Fred Luthans.
4	Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra.
5	Organizational Behaviour, M N Mishra.
6	Organizational Behaviour, K Ashwathappa

Suggested Reference Books:

1. Understanding OB, Uday Pareek.
2. Change & Knowledge Management, Janakiram, Ravindra, and Shubha Murlidhar.
3. Human Resource Management, Nkomo, CENGAGE Learning

Code: MBXCBX1103	Business Research Methods	3 Credits [LTP: 3-0-0]
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BUSINESS RESEARCH METHODS

Semester	I	Specialization	
Course code	GC-05	Type	Major Core
Credit	3	Pattern (L:T:P)	3:0:0
Course Title	Business Research Methods	No. Hours	45

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO – 01	REMEMBERING	DEFINE various concepts & terms associated with scientific business research.
CO – 02	UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of scientific business research.
CO – 03	APPLYING	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
CO – 04	ANALYSING	EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data-driven decision perspective.
CO – 05	EVALUATING	JUDGE the suitability of alternative research designs, sampling designs, data collection instruments, and data analysis options in the context of a given real-life business research problem from a data-driven decision perspective.

COs AND POs / PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	1	1	1	0	0	0	0	1	2	3	1	1
CO 2	3	1	1	2	0	0	0	0	0	2	0	1	1
CO 3	2	3	2	0	1	1	1	1	2	0	1	0	2
CO 4	2	3	3	1	1	0	1	1	0	2	2	2	0
CO 5	2	3	3	1	0	1	1	1	3	1	1	0	2

Syllabus:

Unit	Unit Details
1.	Foundations of Research: (Total Hours 6+1 hrs)

	Definition of Research, Need for business research, Characteristics of scientific research method, Typical Research applications in business and management. Questions in Research: Formulation of Research Problem – Management Question – Research Question – Investigation Question. The process of business research: Literature review - Concepts and theories - Research questions - Sampling - Data collection - Data analysis - Writing up - The iterative nature of the business research process, Elements of a Research Proposal. Practical considerations: Values – researcher & organization. Ethical principles - Harm to participants, Lack of informed consent, Invasion of privacy, Deception, Reciprocity and trust, Affiliation and conflicts of interest. Legal considerations - Data management, Copyright.
2.	Research Design: (Total Hours 7+1 hrs)
	Concept, Features of a robust research design. Exploratory, Descriptive, Quasi Experimental, Experimental research designs, Concept of Cause and Effect, Difference between Correlation and Causation. Types of Variables – Independent, Dependent, concomitant, mediating, moderating, extraneous variables, Basic knowledge of Treatment & Control group, Case study design. Cross-sectional and Longitudinal designs, Qualitative and Quantitative research approaches, Pros and Cons of various designs, and choice of a research design. Hypothesis: Definition, research Hypothesis, Statistical hypothesis, Null hypothesis, Alternative Hypothesis, Directional Hypothesis, Non-directional hypothesis. Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance.
3.	Data & Measurement: (Total Hours 8+1 hrs)
	Meaning of data, Need for data. Secondary Data: Definition, Sources, Characteristics, Advantages and disadvantages over primary data, Quality of secondary data - Sufficiency, adequacy, reliability, and consistency. Primary Data: Definition, Advantages, and disadvantages over secondary data. Measurement: Concept of measurement, What is measured? Problems in measurement in management research - Validity and Reliability, Levels of measurement - Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application. Questionnaire: Questionnaire Construction - Personal Interviews, Telephonic survey, Interviewing, Online questionnaire tools.
4.	Sampling: (Total Hours 9+1 hrs)
	Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, determining the sample frame, Sampling errors, Non-Sampling errors, Methods to reduce the errors, Sample Size constraints, Non-Response. Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample: Practical considerations in sampling and sample size, (sample size determination formulae and numericals not expected)
5.	Data Analysis & Report Writing: (Total Hours 10+1 hrs)
	Data Analysis: Cleaning of Data, Editing, Coding, Tabular representation of data, frequency tables, Univariate analysis - Interpretation of Mean, Median, Mode, Standard deviation, Coefficient of Variation. Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Line charts, Histograms. Bivariate Analysis: Cross tabulations, Bivariate Correlation Analysis - meaning & types of correlation, Karl Pearson's coefficient of correlation, and Spearman's rank correlation. Chi-square test, including testing the hypothesis of association and the association of attributes. Linear Regression Analysis: Meaning of regression, Purpose and use, Linear regression; Interpretation of regression coefficient, Applications in business scenarios. Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test. Non-parametric tests: Binomial test of proportion, Randomness test. Analysis of Variance: One-way and Two-way Classifications. Research Reports: Structure of Research report, Report writing, and Presentation.

Note:

1. It is desirable to use MS Excel / SPSS / Systat for the delivery of unit 5.

2. For unit 5, Formulae and calculations are not expected. Interpretation of the given data/test outcomes is expected for appropriate managerial decisions/inferences.

Code: MBXCBX1104	Basics of Marketing	3 Credits [LTP: 3-0-0]
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BASICS OF MARKETING

Semester	I	Specialization	
Course code	GC-04	Type	Major Core
Credit	3	Pattern (L:T:P)	3:0:0
Course Title	Basics of Marketing	No. Hours	45

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO – 01	REMEMBERING & UNDERSTANDING	<p>RECALL and REPRODUCE the various concepts, principles, frameworks and terms related to the function and role of marketing.</p> <p>DEMONSTRATE the relevance of marketing management concepts and frameworks to a new or existing business across a wide variety of sectors and ILLUSTRATE the role that marketing plays in the ‘tool kit’ of every organizational leader and manager.</p>
CO – 02	APPLYING	APPLY marketing principles and theories to the demands of the marketing function and practice in contemporary real-world scenarios.
CO – 03	ANALYSING	EXAMINE and LIST marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services).
CO – 04	EVALUATING	EXPLAIN the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real-world examples.
CO – 05	CREATING	DISCUSS alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services).

COs AND POs / PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	0	0	0	0	1	1	2	1	0
CO 2	2	3	2	0	1	0	0	0	0	1	2	1	0
CO 3	2	2	3	0	0	1	0	1	0	0	2	1	1
CO 4	0	0	2	3	1	0	1	0	1	0	2	1	1
CO 5	2	3	2	0	0	1	2	1	0	1	2	0	1

Syllabus:

Unit	Unit Details
1.	Introduction to Marketing: (Total Hours 6+3 hrs)
	Evolution of marketing in India from ancient times to the present day. Definition & Functions of Marketing- Scope of Marketing, Core concepts of marketing –Customer Delight, Customer loyalty, Concepts of Markets, Marketing V/S Market, Competition, Key customer markets, Brick & Click Model, Functions of Marketing Manager, Linkage of Marketing functions with all functions in the organization, Company orientation towards market place: Production - Sales – Product-Marketing –Societal – Relational, Holistic Marketing Orientation, Selling versus marketing, Marketing 1.0 to Marketing 6.0, Concept of Marketing Myopia, Digital Natives, informed Vs Distracted customers, Integrating Traditional Marketing, digital Marketing and Sustainable Marketing, Digital Transformation in Marketing: AI, big data, and machine learning transforming marketing strategies, Customer Experience (CX), Sustainable Marketing
2.	Consumer Behavior: (Total Hours 6+3 hrs)
	Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps consumer buyer decision process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior. Moment of Truth, Zero Moment of Truth, ZMOT, Moderating effects on consumer behavior, Neuromarketing, Omnichannel Consumer Behaviour, Behavioral Economics. How People buy Online, Adoption process- Awareness to Advocacy –Aware, Appeal, Ask, Act, Advocate (5As) and The O Zone (O3) Own, Outer and Other influence, Showrooming and Webrooming, Consumerization
3.	Marketing Environment: (Total Hours 6+3 hrs)
	Concept of Environment, Macro Environment & Micro Environment – Components and characteristics, Needs & Trends, Major forces impacting the Macro Environment & Micro Environment, Need for analyzing the Marketing Environment. Analyzing the Political, Economic, Socio-cultural, Technical and Legal Environment. Demographics, Environmental, Social, and Governance (ESG) Factors, Technological Innovations, Regulatory Changes, role of joint families, community networks, and local influencers in marketing, impact of Indian festivals (e.g., Diwali, Holi, Eid) and cultural events (e.g., Kumbh Mela, local fairs) on consumer spending and marketing strategies
4.	Segmentation, Target Marketing & Positioning: (Total Hours 6+3 hrs)
	Segmentation - Concept, Need & Benefits. Geographic, Demographic, Psychographic, Behavioural bases of segmentation for consumer goods and services. Bases for segmentation for business markets. Levels of segmentation, Criteria for effective segmentation. Market Potential & Market Share. Target Market - Concept of Target Markets and criteria for selection. Segment Marketing, Niche & Local Marketing, Mass marketing, Long Tail Marketing. Positioning - Concept of differentiation & positioning, Value Proposition & Unique Selling Proposition, Influencer Marketing, Forrester’s Social Technographics segmentation

5.	Marketing Mix:	(Total Hours 6+3 hrs)
<p>Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence. Product Life Cycle: Concept & characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC and Strategies across stages of the PLC. Digital Marketing Mix, Customer Journey Mapping, Service-Dominant Logic, Connected Marketing Mix -four C's (co-creation, currency, communal activation, and Conversation).</p> <p>Note: Real-world examples/cases are expected to be analyzed in the class as well as included in the examination.</p>		

Textbook(s):

Unit	Unit Details
1	Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson
2	Marketing Management, Rajan Saxena, TMGH
3	Marketing, Lamb Hair Sharma, McDaniel, Cengage Learning

Suggested Reference Books:

1. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson
2. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
3. Marketing Management, Ramaswamy & Namakumari, Macmillan.
4. Marketing Whitebook
5. "Indian Marketing: Cases and Concepts" by S. Neelamegham
6. "Marketing in India: Text and Cases" by S. Ramesh Kumar

Code: MBXCBX1105

DIGITAL BUSINESS

2 Credits [LTP: 2-0-0]

DIGITAL BUSINESS

Semester	I	Specialization	
Course code	GC-07	Type	Major Core
Credit	2	Pattern (L:T:P)	2:0:0
Course Title	Digital Business	No. Hours	30

Course Objectives:

1. To introduce students to the fundamental concepts, evolution, and impact of digital business in the modern economy.
2. To enable students to understand and apply emerging digital technologies and tools in various business functions.
3. To develop the ability to analyze digital business models, ecosystems, and digital payment systems.
4. To evaluate digital strategies, emerging trends, and ethical considerations for enhancing customer engagement and driving digital transformation.

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcome
CO-1	UNDERSTANDING	Explain the fundamental concepts, models, and impact of digital business in today's society.
CO-2	APPLYING	Demonstrate the use and potential of emerging digital technologies and tools in business.
CO-3	ANALYZING	Differentiate between types of digital business models and evaluate payment and marketplace ecosystems.
CO-4	EVALUATING	Assess digital strategies used for customer engagement and innovation in omnichannel environments.
CO-5	EVALUATING	Evaluate the impact of current and emerging trends like AI, sustainability, and digital transformation on businesses, emphasizing ethics and sustainability in digital business.

COs AND POs/PSOs Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO I	PSO II	PSO III
CO1	1	2	0	2	0	2	1	2	0	1	2	1	0
CO2	2	1	1	0	1	1	0	0	0	0	2	0	0
CO3	1	2	1	1	2	2	1	1	1	1	2	0	0
CO4	1	1	2	2	2	2	0	0	1	1	2	1	0
CO5	1	1	1	1	0	1	1	2	2	2	1	2	2

3 – High Correlation, 2 – Moderate Correlation, 1 – Low Correlation, “-” – No Correlation

Unit	Unit Details
1.	Fundamentals of Digital Business (6 Hours)
	The Digital Revolution and Society- Evolution from traditional commerce to digital business, Key concepts: E-business, E-commerce, Digital economy and Digital Enterprise, E-Business vs E-Commerce, E-Business Models: B2B, B2C, C2C, C2B, Marketplace vs Marketspace, Benefits, Limitations and impact of Digital Business on organizations, government, and society
2.	Digital Business Technologies and Tools (6 Hours)
	Overview of digital technologies: Role of cloud computing and big data in digital business, Mobile Commerce: Applications, Benefits, Mobile Marketing, Social Commerce: social media, Platforms for Social Networking, Social Media Marketing, Enterprise 2.0, Internet of Things: Concept of IoT, Smart Homes and Appliances, Smart Cities, Smart Cars, Wearable Computing and Smart Gadgets, Digital Tools: Top Digital Tools Businesses use in 2024-25, Opportunities and Challenges of Emerging Technologies.
3.	Digital Business Models & Ecosystems (6 Hours)
	E-Marketplaces- Types, Components and Participants, Intermediaries: Roles of Intermediaries in E-Marketplaces, Dynamic Pricing: Types, Advantages & Disadvantages, Customer Experience: Webstores, Malls, Portals, Digital Business Models and Value Creation, Digital Payment Systems: Wallets, Mobile Pay, Gateways and Legal, Security & Privacy Concerns
4.	Customer Experience and Digital Engagement (6 Hours)
	Personalization and Customization Strategies, Voice Search, AR/VR and the role of gamification in user engagement, Omni-channel Retailing, Real-Time Engagement: Chatbots, Live Shopping, Instant Messaging, Customer Journey Mapping in a digital context: Digital touchpoints, Digital Experience Platforms (DXPs), Competitive advantage through digital innovation.
5.	Emerging Trends in Digital Business (6 Hours)
	Artificial Intelligence in Digital Business: AI-driven personalization, chatbots, customer service automation, Digital Transformation: Organizational change, leadership in digital era, digital maturity models, Sustainability & Ethics in Digital Business: Green IT, ethical data use, digital divide, The Future of Work: Remote work, gig economy, digital skills for future managers.

Textbooks:

Unit	Unit Details
1	Introduction to E Commerce & Social Commerce, Turban E, Whiteside J, King D, Outland J Springer.
2	E-Business and E-Commerce Management- Strategy, Implementation and Practice, Dave Chaffey, Pearson Education.
3	Electronic Commerce – A Managerial Perspective, Efraim Turban, David King, Dennis Viehland, Jae Lee, Pearson Education.

Code: MBXCBX1106

Management Fundamentals

2 Credits [LTP: 2-0-0]

MANAGEMENT FUNDAMENTALS

Semester	I	Specialization	
Course code	GC-08	Type	Major Core
Credit	2	Pattern (L:T:P)	2:0:0
Course Title	Management Fundamentals	No. Hours	30

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO – 01	REMEMBERING & UNDERSTANDING	ENUMERATE various managerial competencies and approaches to management. EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling.
CO – 02	APPLYING	MAKE USE OF the principles of goal setting and planning for simple as well as complex tasks and small projects.
CO – 03	ANALYSING	COMPARE and CONTRAST various organizational structures of a variety of business and not-for-profit entities in a real-world context.
CO – 04	EVALUATING	BUILD a list of the decision-making criteria used by practicing managers, leaders and entrepreneurs in routine and non-routine decision-making situations and EVALUATE and EXPLAIN the same.
CO – 05	CREATING	FORMULATE and DISCUSS a basic controlling model in a real-life business, start-up, and not-for-profit organizational context.

COs AND POs / PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	0	0	0	0	0	1	2	0	1
CO 2	2	3	0	0	0	0	2	0	0	1	2	0	0
CO 3	2	2	3	0	2	1	0	1	0	0	2	0	1
CO 4	1	2	3	2	2	0	0	0	2	0	2	2	0
CO 5	2	2	0	2	3	0	1	1	0	1	2	1	0

Syllabus:

Unit	Unit Details
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1.	Basic Concepts:	(Total Hours 6 hrs)
	Manager, Managing, Workplace, Organization, Management Functions, Mintzberg's Managerial Roles, The Universality of Management, Approaches to Management - Early Management, Classical Approach, Behavioral Approach, Quantitative Approach, Contemporary Approaches. Managerial Competencies: Communication, teamwork, planning and administrative, strategic and global competencies; Managerial Skills; How Is the Manager's Job Changing? Importance of Customers to the Manager's Job, Importance of Innovation to the Manager's Job, and Importance of Sustainability to the Manager's Job.	
2.	Planning:	(Total Hours 6 hrs)
	Concept, need, nature, Management By Objectives (MBO) - Process of MBO - Benefits of MBO, Planning and Performance, Goals and Plans, Types of Goals, Types of Plans, Setting Goals and Developing Plans, Approaches to Setting Goals, Developing Plans, Approaches to Planning, Planning Effectively in Dynamic Environments.	
3.	Organizing:	(Total Hours 6 hrs)
	Organization, Organizing, Organizational Structures, Principles of Work Specialization, Departmentalization, Chain of Command, Span of Control, Centralization and Decentralization, Formalization. Mechanistic and Organic Structures, Factors Affecting Structural Choice - Strategy, Size, Technology, Environmental Uncertainty. Traditional Organizational Designs - Simple Structure, Functional Structure, Divisional Structure, Matrix Structure, Team Structures, Project Structure, Adaptive Organizations – Boundaryless Organization, Virtual Organizations, Learning Organization, Flexi Work, Tele-working, Global Organizations.	
4.	Decision Making:	(Total Hours 6 hrs)
	The Decision-Making Process - Identifying a Problem - Identifying Decision Criteria - Allocating Weights to the Criteria - Developing Alternatives - Analyzing Alternatives - Selecting an Alternative - Implementing the Alternative - Evaluating Decision Effectiveness. Making Decisions: Rationality, Bounded Rationality, The Role of Intuition, The Role of Evidence-Based Management. Types of Decisions & Decision-Making Conditions. Decision-Making approaches - Quantitative approach, Environmental Approach, System Approach, Ethical Approach, Intuitive Approach, Case Study Approach. Decision-Making Styles - Linear–Nonlinear Thinking Style Profile, Decision-Making Biases and Errors. Effective Decision Making in Today's World - Correctness of decision, Decision environment, Timing of decision, Effective communication of Decision, Participation in decision Making-Implementation of decision.	
5.	Controlling:	(Total Hours 6 hrs)
	Controlling, Definition, Need and Importance, The Control Process, Managerial Decisions in Controlling, Feed-forward / Concurrent / Feedback Controls. Financial Controls, Information Controls, Benchmarking of Best Practices.	

Textbook(s):

Unit	Unit Details
1	Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi.
2	Management, Koontz and Wehrich, TMGH
3	Management, Stoner, et. al., Prentice Hall of India, New Delhi

Suggested Reference Books:

1. Management, Hellregel, Thomson Learning, Bombay
2. Management, Robbins & Coulter, Prentice Hall of Hall of India, New Delhi.
3. Management - Text & Cases, Satya Raju, PHI, New Delhi.
4. Management, Richard L. Draft, Thomson South-Western

Code: MBXCBX1107	ECONOMIC ANALYSIS FOR BUSINESS DECISIONS	3 Credits [LTP: 3-0-0]
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ECONOMIC ANALYSIS FOR BUSINESS DECISIONS

Semester	I	Specialization	
Course code	GC-03	Type	Minor
Credit	3	Pattern (L:T:P)	3:0:0
Course Title	Economic Analysis for Business Decisions	No. Hours	45

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO – 01	REMEMBERING & UNDERSTANDING	DEFINE the key terms in microeconomics. EXPLAIN the key terms in microeconomics, from a managerial perspective.
CO – 02	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
CO – 03	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO – 04	EVALUATING	DEVELOP critical thinking based on principles of microeconomics for informed business decision making.
CO – 05	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

COs AND POs / PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	0	0	0	0	0	1	2	0	1
CO 2	2	3	2	1	1	0	0	0	1	1	2	1	1
CO 3	2	2	3	0	1	1	0	1	0	0	2	1	1
CO 4	2	2	3	0	1	0	1	1	1	1	2	1	0
CO 5	2	3	2	0	1	1	2	1	0	1	2	0	1

Syllabus:

Unit	Unit Details
1.	Managerial Economics: (Total Hours 6+1 hrs)
	Concept of Economy, Economics, Microeconomics, Macroeconomics. Nature and Scope of Managerial Economics, Managerial Economics and Decision-Making. Concept of Firm, Market, Objectives of Firm: Profit Maximization Model, Economist Theory of the Firm, Cyert and March's Behavior Theory, Marris' Growth Maximisation Model, Baumol's Static and Dynamic Models, Williamson's Managerial Discretionary Theory.
2.	Utility & Demand Analysis: (Total Hours 8+1 hrs)
	Utility – Meaning, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus. Demand - Concept of Demand, Types of Demand, Determinants of Demand, Law of Demand, Elasticity of Demand, Exceptions to Law of Demand. Uses of the concept of elasticity. Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods, Demand Forecasting for New Products. (Demand Forecasting methods - Conceptual treatment only, numericals not expected)
3.	Supply & Market Equilibrium: (Total Hours 8+1 hrs)
	Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of Supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production. Cost Analysis: Private costs and Social Costs, Accounting Costs and Economic costs, Short run and Long Run costs, Economies of scale, Cost-Output Relationship - Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run.
4.	Revenue Analysis and Pricing Policies: (Total Hours 11+1 hrs)
	Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Cost plus pricing. Marginal cost pricing. Cyclical pricing. Penetration Pricing. Price Leadership, Price Skimming. Transfer pricing. Price Determination under Perfect Competition- Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium under Perfect Competition, Short-run Firm Equilibrium under Perfect Competition, Long-run Industry Equilibrium under Perfect Competition, Long-run Firm Equilibrium under Perfect Competition. Pricing Under Imperfect Competition- Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price Leadership, Pricing Power, Duopoly, Industry Analysis. Profit Policy: Break-even analysis. Profit Forecasting. Need for Government Intervention in Markets. Price Controls. Support Price. Preventions and Control of Monopolies. System of Dual Price.

5.	Consumption Function and Investment Function: (Total Hours 7+1 hrs)
	Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator. Business Cycle: Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions.

Textbook(s):

Unit	Unit Details
1	Managerial Economics, Peterson, Lewis, Sudhir Jain, Pearson, Prentice Hall
2	Managerial Economics, D. Salvatore, McGraw-Hill, New Delhi.
3	Managerial Economics, Pearson and Lewis, Prentice Hall, New Delhi
4	Managerial Economics, G.S. Gupta, T M H, New Delhi
5	Managerial Economics, Mote, Paul and Gupta, T M H, New Delhi.

Suggested Reference Books:

1. Managerial Economics, Homas and Maurice, Tata McGraw-Hill
2. Managerial Economics - Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi.
3. Managerial Economics, Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
4. Managerial Economics, D.M. Mithani
5. Managerial Economics, Joel Dean, Prentice Hall, USA.
6. Managerial Economics by H L Ahuja, S Chand & Co. New Delhi.

Code: MBXCBX1108

DECISION SCIENCE – I

2 Credits [LTP: 2-0-0]

DECISION SCIENCE - I

Semester	I	Specialization	
Course code	GC-06	Type	Minor
Credit	2	Pattern (L:T:P)	2:0:0
Course Title	Decision Science - I	No. Hours	30

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO – 01	REMEMBERING	Recall various statistical averages (mean, median, mode) and methods of dispersion (range, interquartile range, quartile deviation, mean deviation, standard deviation).
CO – 02	UNDERSTANDING	Describe the importance of different statistical averages and measures of dispersion. Differentiate between dispersion and Skewness.
CO – 03	APPLYING	Apply methods of the degree of correlation and perform linear regression analysis using the least squares method, the coefficient method, and the standard deviation method.
CO – 04	ANALYSING	To analyze and develop formulation skills in assignment and transportation models, and find solutions.
CO – 05	EVALUATING	To formulate a given simplified description of a suitable real-world problem as a linear programming model in general and standard form.

COs AND POs / PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	0	0	1	0	1	0	1	2	0	1
CO 2	2	0	0	2	0	0	0	1	1	1	2	0	1
CO 3	2	3	2	1	0	1	0	0	1	0	2	1	0
CO 4	2	2	3	0	1	1	1	0	0	0	2	1	1
CO 5	1	3	2	0	1	0	1	0	0	1	2	1	0

Syllabus:

Unit	Unit Details
1.	Assignment and Transportation Method: (Total Hours 6 hrs)
	Definition of the Assignment Model, Comparison with the Transportation Model, The Hungarian Method for Selection of the Assignment Problem, The Travelling Salesman Problem, Definition of the Transportation Models, Methods of transportation, North West Corner Rule, Least Cost Method, Vogel Approximation Method, and MODI Method, (Balanced and Unbalanced)
2.	Linear Programming Problem and Game Theory: (Total Hours 6 hrs)
	Introduction, Formulation & Linear Programming Problem, Graphical Method of Solution, The Simplex Method, Artificial Variables Techniques, The Big. H-Method, the Two-Phase Method, and Special Case in the Simplex Method, Game Theory (2-person zero-sum game, saddle point, law of dominance)

3.	Introduction and Statistical Average: (Total Hours 6 hrs)
	Meaning and Definition of Statistics. Objects and Limitations of Statistics, Meaning and Importance of Statistical Average. Mean, Median, and Mode (Individual, Discrete, and Continuous Series)
4.	Measures of dispersion and Skewness: (Total Hours 6 hrs)
	Meaning of Dispersion, Mean Deviation, Standard Deviation, meaning and Definition of Skewness, Difference b/w Dispersion and Skewness, Methods & Measuring Skewness, Position of Average Method, Quartile Deviation Method
5.	Correlation and Regression Analysis: (Total Hours 6 hrs)
	Definition of Correlation, Types & Correlation, Different Methods of Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Ranking Method, Concurrent deviation Method. Definition of regression, difference between correlation and regression, methods of regression – Least square method, coefficient method, standard deviation method, mixed problem.

Textbook(s):

Unit	Unit Details
1	Mathematics for Commerce, K. Selvakumar, Notion Press
2	Business Mathematics with Applications, Dinesh Khattar & S. R. Arora, S. Chand Publishing
3	Business Mathematics and Statistics, N.G. Das & Dr. J.K. Das, McGraw-Hill
4	Fundamentals of Business Mathematics, M. K. Bhowal, Asian Books Pvt. Ltd
5	Research methodology, C. R Kothari, McGraw-Hill
6	Mathematics for Economics and Finance: Methods and Modeling, Martin Anthony and Norman Biggs, Cambridge University Press
7	Financial Mathematics and Its Applications, Ahmad Nazri Wahidudin, Ventus Publishing House
8	Fundamentals of Mathematical Statistics, Gupta S. C. and Kapoor V. K, Sultan Chand and Sons
9	Statistical Methods, Gupta S. P., Sultan Chand and Sons

Code: MBXCBX1109

LEGAL ASPECTS OF BUSINESS

2 Credits [LTP: 2-0-0]

LEGAL ASPECTS OF BUSINESS

Semester	I	Specialization	
Course code	GC-09	Type	Multi Discipline

Credit	2	Pattern (L:T:P)	2:0:0
Course Title	Legal Aspects of Business	No. Hours	30

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO1	REMEMBERING	Recall the meaning and definition of a contract as per the Indian Contract Act, 1872.
CO2	UNDERSTANDING	Explain the concept of void agreements, Indemnity & Guarantee, Bailment and Pledge, Agency, and their legal consequences.
CO3	APPLYING	Apply the provisions of the Sale of Goods Act, 1930, to real-world business transactions by identifying the rights and duties of buyers and sellers, and resolving issues related to conditions, warranties, and transfer of ownership.
CO4	ANALYSING	Analyze different types of negotiable instruments and their legal implications under the Negotiable Instruments Act, 1881, including cases related to dishonor, endorsement, and liability of parties.
CO5	EVALUATING	Evaluate the effectiveness of the Consumer Protection Act, 2019, in safeguarding consumer rights, resolving disputes, and promoting fair trade practices through the redressal mechanisms provided under the Act.

COs AND POs / PSOs Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	1	1	2	-	-	1	-	-	2	-	-	-	1
CO2	2	-	-	1	1	-	2	-	1	1	1	2	-
CO3	-	3	1	-	-	1	-	1	-	-	-	-	2
CO4	-	-	-	-	1	-	2	-	1	-	2	-	-
CO5	1	-	-	1	1	-	-	1	-	1	-	1	-

OUTLINE OF THE COURSE:

Unit No.	Title of the unit	Time required for the unit (Hours)
1.	The Contract Act, 1872 – I	6
2.	The Contract Act, 1872 – II	6
3.	Sale of Goods Act, 1930	6
4.	The Negotiable Instrument Act, 1881	6
5.	The Consumer Protection Act, 2019	6

Syllabus:

Unit	Unit Details
1.	<u>The Contract Act, 1872 – I</u> (6 Hrs)

	Meaning of Contract, Essential elements of Valid Contracts, offer and acceptance, consideration, capacity of parties, Free Consent, and Latest case studies based on the Act.
2.	The Contract Act, 1872 – II (6 Hrs)
	Void Agreements, Contingent Contract, Indemnity & Guarantee, Bailment and Pledge, Agency, and the Latest case studies based on the Act
3.	Sale of Goods Act, 1930 (6 Hrs)
	Contract of sale of goods, Conditions & warranties, Transfer of property or ownership, Concept of Unpaid Seller, Rights of unpaid seller, Latest case studies based on the Act.
4.	The Negotiable Instrument Act, 1881 (6 Hrs)
	Negotiable Instruments – Meaning, Characteristics, Types, Parties, Holder & holder in due course, Endorsements and Types of Endorsements, Latest case studies based on the Act.
5.	The Consumer Protection Act, 2019 (6 Hrs)
	Unfair & Restrictive Trade Practices, Dispute Redressal Forums – District, State & National Forum, Composition, Jurisdiction, Powers, Appellate Authority, Latest case studies based on the Act.

Textbook(s):

Unit	Unit Details
1	Business Law, Dr. Avtar Singh, Eastern Book Co.
2	Regulatory Framework of Indian Business, Dr. R. L. Naulakha, RBD Publications
3	Business Law, P. C. Tulsian, Tata McGraw-Hill
4	Legal Aspects of Business, Ravinder Kumar, Cengage Learning India
5	Elements of Mercantile Law, N.D. Kapoor, Sultan Chand & Sons

Code: MBXCBX1201

PERSONAL EXCELLENCE FOR MANAGERS

1 Credits [LTP: 1-0-2]

PERSONAL EXCELLENCE FOR MANAGERS

Semester	I	Specialization	
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Course code	GE-02	Type	Ability Enhancement
Credit	1	Pattern (L:T:P)	1:0:2
Course Title	Personal Excellence for Managers	No. of Hours	45

Course Outcomes:

On successful completion of the course the learners will be able to:

CO	Cognitive Abilities	Course Outcomes
CO-01	ANALYSE	Analyse their personality traits, grooming, and communication style to build a confident and professional self-image.
CO-02	APPLY	Demonstrate foundational communication skills—reading, writing, listening, and speaking—within academic, professional, and interpersonal contexts.
CO-03	CREATE	Create a professional LinkedIn profile and evaluate the use of digital tools for personal branding and career networking.
CO-04	CREATE	Design and deliver impactful presentations by following appropriate content structuring, visual aid usage, and public speaking techniques.
CO-05	APPLY	Participate actively and ethically in group discussions and extempore speaking tasks, applying key principles of communication and collaboration.

CO-PO-PSO Mapping

	PO I	PO II	PO III	PO IV	PO V	PO VI	PO VII	PO VIII	PO IX	PO X	PSO I	PSO II	PSO III
CO 1	0	0	0	2	0	0	0	2	0	0	0	2	0
CO 2	2	0	0	3	2	0	0	2	0	2	2	0	0
CO 3	0	0	0	2	3	0	0	0	0	2	0	0	2
CO 4	0	0	0	3	0	0	0	0	0	0	0	0	0
CO 5	0	0	2	2	2	2	0	2	0	0	2	2	2

(3- fully met; 2- partially met; 1 – poorly met; – not met)

OUTLINE OF THE COURSE

Unit No.	Title of the Unit	Time required for the Unit (Hours)
1	Self-image Management	10
2	Basic Communication Skills	10
3	Networking via LinkedIn	05
4	Presentation Skills	10
5	Group Discussions	10

SYLLABUS

Unit	Unit Details
1.	Self-image Management: (10 Hrs)
(a)	<p>Lab 1: Conceptual Framework (4 Hrs)</p> <ul style="list-style-type: none"> • SWOT - Identifying personal strengths and weaknesses • Self-Introduction • Concept of self–ideal, perceived, and real. • Response vs. Reaction • Grooming – Importance & Do’s and Don’ts • Hygiene, accessories, and professional dressing
(b)	<p>(Lab 2: Introduction of students (6 Hrs)</p> <ul style="list-style-type: none"> • The activity must be announced at the beginning of the theoretical session. • Each student will be given 2-3 minutes to introduce themselves. • Each student must be asked to prepare his/her introduction, and the parameters must be communicated. • The introduction must include a greeting, academic background, key skills and interests, goals, and a closing. • Students must be encouraged to add a personal touch to their introduction.
2.	Basic Communication Skills: (10 Hrs)
(a)	<p>Lab 3: Conceptual Framework of Unit 1 (4 Hrs)</p> <ul style="list-style-type: none"> • Reading – Rules for quick and outcome-based reading • Writing – Rules for impactful writing • Speaking – Rules for impactful speaking • Listening – Active vs. Passive • Internal Communication
(b)	<p>Lab 4: Extempore/JAM Sessions/Cue Cards (6 Hrs)</p> <ul style="list-style-type: none"> • The instructor is to design topics that enhance the content of students for placements. • Each student will be given topics to speak on randomly. • Each student will get 1-1.5 minutes to speak.

	<ul style="list-style-type: none"> • The instructor can share a list of topics beforehand if the student pool appears to be apprehensive and weak. • Cue-cards can include simple everyday situations about which a student can talk and apply problem-solving skills.
3.	Networking via LinkedIn: (5 Hrs)
(a)	Lab 5: Conceptual Framework of Unit 1 (2 Hrs) <ul style="list-style-type: none"> • Personal Profile vs. official profile • Segments of the LinkedIn page – relevance • Sending Connects (Who, How, Why) • Keywords, hashtags, mentions • Interests – which and why
(b)	Lab 6: Students to build their LinkedIn profiles (3 Hrs) <ul style="list-style-type: none"> • Students are to carry their laptops for the Lab session. • All students will be asked to build their LinkedIn page. • All segments of the page will be discussed and made in the lab itself. • The students will be made to send connection requests to important stakeholders of the University to start with. • The students will be asked to follow the prominent professionals, entrepreneurs, magazines, institutions (management-centric, government bodies)
4.	Presentation Skills: (10 Hrs)
(a)	Lab 7: Conceptual Framework of Unit 1 (4 Hrs) <ul style="list-style-type: none"> • Concept, types, and purpose of presentations • Components/structure of an effective presentation • Rules of an impactful Presentation • Building presentations using AI • The art and style of presenting • Using verbal and non-verbal communication while presenting.
(b)	Lab 8: Presentations by Students (6 Hrs) <ul style="list-style-type: none"> • The students will be given the topics before the theoretical session by the instructor. • The students will present individually. • Each student will be given 5 minutes to present, followed by a feedback session of 2 minutes. • The students are expected to follow all the norms of delivering impactful presentations. • Parameters of evaluation must be shared before the presentations start.
5.	Group Discussions: (10 Hrs)

(a)	<p>Lab 9: Conceptual Framework of Unit 1 (3 Hrs)</p> <ul style="list-style-type: none"> • Concept, relevance, and purpose of a GD. • Skills are tested during a GD. • Steps and ways of active participation. • Entry/exit points. • How to get noticed in a GD?
(b)	<p>Lab 10: Group Discussions on a variety of topics by students (7 Hrs)</p> <ul style="list-style-type: none"> • The instructor will shortlist and share relevant topics for GDs with students. • Students will be divided into groups of 7-8. • Students must be seated in a semi-circular pattern. • They must carry a notebook and a pen to take down notes. • Each student must try and make at least 2 impressions. • Students must be encouraged to use a conversational style of communication. • Each group will be given 8-10 minutes to discuss, followed by a feedback session of 3-4 minutes per group. • The instructor must give both individual and group feedback. • Parameters of evaluation to be shared with the students during the theoretical Lab to ensure better preparation. • Both content and process evaluation are mandatory during a GD.

RECOMMENDED BOOKS

S.No	Books /Website links
1	Emotional Intelligence by Daniel Goleman
2	Handbook of Practical Communication Skills W, right, Chrissie
3	Speaking and Writing for Effective Business Communication: Soundararaj, Francis
4	Reading Development and Difficulties <i>By Kate Cain</i>
5	"Difficult Conversations" by Stone, Patton & Heen
6	Personality development and soft skills Mitra, Barun K.
7	Effective Communication Skills by Brian Tracy
8	https://www.youtube.com/watch?v=AJocoZEV7ew (LinkedIn Profile)
9	https://www.youtube.com/watch?v=tShavGuo0_E (Speaking skills)

Lab 2 – Student Introduction

Criteria	Excellent (4)	Good (3)	Fair (2)	Needs Improvement (1)
Greeting and Structure	Clear and confident	Appropriate greeting; logical	The basic greeting	No clear greeting or structure.

	greeting; structured introduction with smooth transitions between parts.	structure, but minor transition issues.	structure is somewhat unclear.	
Academic Background	Clearly articulated academic background with relevant details.	Academic background is mentioned with adequate clarity.	Vague or incomplete description of academic background.	Academic background missing or unclear.
Key Skills and Interests	Strong description of relevant skills and interests with good articulation.	Skills and interests mentioned, though not fully elaborated.	Skills/interests are vague or minimally mentioned.	No mention of skills or interests.
Goals (Short-term/Long-term)	Clearly stated goals that show reflection and ambition.	Goals are mentioned, but could be more detailed or specific.	Goals are general or not clearly articulated.	No clear goals were mentioned.
Personal Touch/Creativity	Unique and memorable personal elements that enhance engagement.	Some attempt to include personal or creative touches.	Minimal personal touch; lacks engagement.	No personal elements; very generic.
Language, Clarity & Delivery	Very clear speech, confident tone, appropriate pace, and language use.	Mostly clear and fluent; some issues with pacing or confidence.	Some clarity or fluency issues; occasional hesitations.	Difficult to understand due to language, clarity, or delivery problems.
Time Management (2–3 mins)	Finished within the allotted time effectively.	Slightly over/under time, but the message is mostly complete.	Significantly over/under time; key elements missing or rushed.	Did not adhere to the time limit; content significantly lacking.
Preparation and Effort	Well-prepared, clearly rehearsed, and aligned with given parameters.	Some evidence of preparation; meets most of the required parameters.	Limited preparation evident; misses several parameters.	No evidence of preparation; does not meet the basic requirements.

Scoring Guide:

- 28–32: Excellent – Demonstrates strong communication, structure, and engagement.
- 21–27: Good – Meets expectations with some room for improvement.

- 14–20: Fair – Needs improvement in several areas.
- Below 14: Inadequate – Requires significant improvement.

Lab 4 – Extempore/JAM Sessions/Cue Cards

Criteria	Excellent (4)	Good (3)	Fair (2)	Needs Improvement (1)
Content Relevance	Highly relevant and insightful response to the topic with strong alignment to placement-focused skills.	Relevant response with clear connection to the topic and moderate depth.	Somewhat relevant; content lacks depth or a clear connection to placement-oriented thinking.	Off-topic or minimal relevance; lacks coherence or purpose.
Clarity and Fluency	Speech is clear, fluent, and easy to follow throughout.	Generally clear and fluent with minor hesitation.	Some issues with clarity or fluency, frequent pauses.	Hard to follow due to unclear or hesitant speech.
Structure and Coherence	Well-organized with a logical flow of ideas.	Mostly organized with some logical sequencing.	Ideas presented, but lack logical sequence.	No clear structure; disorganized speech.
Confidence and Delivery	Very confident, engaging, and enthusiastic delivery.	Moderately confident and audible.	Some nervousness is evident; the delivery lacks impact.	Low confidence; very hesitant or inaudible.
Use of Language	Rich vocabulary, correct grammar, and varied sentence structures.	Appropriate vocabulary; few grammar mistakes.	Limited vocabulary; some grammatical errors.	Frequent grammatical errors and limited language control.
Problem-Solving/Creativity (for cue cards)	Displays original thinking and practical problem-solving.	Attempts to present a logical or creative solution.	Some ideas lack clarity or depth in problem-solving.	Little to no attempt at solving or exploring the issue.
Time Management (1–1.5 mins)	Completed within the time with a full response.	Slightly over/under time; message mostly complete.	Significantly over/under time; incomplete response.	Did not manage time; rushed or overly brief speech.

Preparedness (if topic list shared prior)	Highly prepared; demonstrates reflection and understanding.	Moderately prepared; reflects effort.	Minimal preparation evident.	Unprepared; no effort to engage with the topic.
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Scoring Guide:

- 28–32: Excellent – Demonstrates outstanding performance across all criteria.
- 21–27: Good – Meets expectations with minor areas for improvement.
- 14–20: Fair – Basic performance; needs improvement.
- Below 14: Needs Improvement – Significant gaps in content and delivery.

Lab 6 - Students to build their LinkedIn profiles

Criteria	Excellent (4)	Good (3)	Fair (2)	Needs Improvement (1)
Profile Photo and Banner	Professional, high-quality photo and relevant banner image.	Professional photo with no banner or simple background.	Casual photo or unclear image; no banner.	No profile photo or inappropriate image.
Headline and Summary	Clear, impactful headline and a well-written, engaging summary that highlights strengths and aspirations.	Appropriate headline and decent summary with some personal/professional details.	Basic or generic headline and vague or brief summary.	Missing or poorly written headline and summary.
Experience and Education	Complete and written with roles, responsibilities, and key achievements.	Most sections are filled with adequate details.	Basic entries without much detail or clarity.	Incomplete or poorly described entries.
Skills and Endorsements	Relevant, well-curated list of skills; some endorsements	Skills listed: few or no endorsements.	Minimal or irrelevant skills listed.	No skills listed.

	received.			
Connections and Networking	Sent connection requests to university stakeholders and actively connected with professionals.	Connected with the university and a few external stakeholders.	Few connection attempts; mostly classmates or known contacts.	Minimal or no connection activity.
Following Professionals/Organizations	Follows a diverse set of relevant professionals, institutions, and publications.	Follow some professionals and institutions.	Limited following; mostly popular figures or random accounts.	No relevant follows.
Overall Profile Completion	All segments are completed with high attention to detail and professionalism.	Most segments were completed with acceptable quality.	Several incomplete segments or a lack of detail.	The majority of segments are missing or poorly done.
Lab Engagement and Effort	Actively engaged in the lab; asked questions and applied feedback.	Participated and followed instructions with minor prompts.	Passive participation; needed multiple reminders.	Unengaged or did not complete the task during the lab.

Scoring Guide:

- 28–32: Excellent – Professional profile with thoughtful detail and strong engagement.
- 21–27: Good – Profile largely complete with evident effort.
- 14–20: Fair – Needs improvement in content or engagement.
- Below 14: Needs Improvement – Incomplete profile or lack of participation.

Lab 8 - Presentations by Students

Criteria	Excellent (4)	Good (3)	Fair (2)	Needs Improvement (1)
Content Quality	Comprehensive, accurate, and insightful content	Accurate and relevant content with	Basic understanding with limited	Inaccurate, vague, or off-topic content

	with clear alignment to the topic	good depth	insight	
Structure & Organization	Clear structure with a logical flow: introduction, body, and conclusion	Mostly organized with minor issues in transitions	Somewhat disorganized; transitions unclear	Disjointed and difficult to follow
Delivery & Confidence	Highly confident and engaging, strong eye contact and body language	Confident and clear with minor signs of nervousness	Hesitant at times; limited engagement	Lacks confidence; hard to hear or follow
Visual Aids	Clear, relevant, and enhance understanding	Used and mostly effective	Minimal or unclear visual aids	No distracting visual aids
Language & Communication	Clear, articulate, strong vocabulary and grammar	Generally clear with minor errors	Some errors affecting clarity	Frequent language errors; hard to understand
Time Management	Completed within time; fully developed presentation	Slightly off time, minor impact	Significantly off time; some content missed	Very short/long; incomplete or rushed
Audience Engagement	Actively engaged the audience	Some engagement evident	Limited effort	No engagement
Preparedness	Well-prepared with polished content and delivery	Adequately prepared	Somewhat prepared; relied on notes	Unprepared; weak delivery

Scoring Guide:

- 28–32: Excellent – Outstanding presentation with strong delivery and content.
- 21–27: Good – Solid presentation with a few minor improvements needed.
- 14–20: Fair – Basic presentation with noticeable areas for improvement.
- Below 14: Needs Improvement – Unprepared or ineffective presentation.

Lab 10 - Group Discussions on a variety of topics by students

Criteria	Excellent (4)	Good (3)	Fair (2)	Needs Improvement (1)
Content Relevance & Knowledge	Demonstrates deep understanding with accurate, relevant points and examples.	Shows good understanding; mostly relevant content with minor lapses.	Some understanding occasionally strays off-topic.	Lacks understanding; mostly irrelevant or incorrect content.
Participation &	Takes initiative,	Participates	Needs	Passive; no

Initiative	contributes multiple times with impact.	without prompting; meets a minimum of 2 quality impressions.	prompting; contributes briefly or without depth.	attempt to engage in discussion.
Communication Style	Conversational, clear, confident, and engaging; free of jargon.	Mostly clear and confident; minor issues with fluency or delivery.	Hesitant or unclear at times; some reliance on notes or jargon.	Poor articulation; difficult to follow or overly formal.
Listening & Responsiveness	Attentively listens and builds on peers' points.	Generally listens and acknowledges others.	Occasionally inattentive; limited engagement with peers' points.	Often interrupts or shows a lack of awareness of others' views.
Team Collaboration	Supports and encourages others; fosters team synergy.	Respectful and cooperative within the group.	Minimal collaboration or engagement with the team.	Disruptive or dismissive of team contributions.
Use of Notes	Uses a notebook to jot and refer discreetly; enhances contribution.	Takes notes appropriately; minor distractions.	Notes used but affect the natural flow.	No note-taking or over-reliance on written material.
Time & Turn Management	Balanced and effective turn-taking allows all to speak.	Manages time well; may slightly dominate or delay.	Uneven time use; speaks too much or too little.	Poor time sharing; dominates or avoids speaking entirely.
Conclusion & Group Outcome	Leads or helps in summarizing key points; ensures closure.	Supports conclusion formation.	Limited involvement in summarizing.	No contribution to a conclusion; disengaged at closing.

Scoring Guide:

- 28–32: Excellent – Highly effective and impactful in both content and process.
- 21–27: Good – Meets expectations with room for growth.
- 14–20: Fair – Basic contribution; needs improvement in key areas.
- Below 14: Needs Improvement – Limited participation or effectiveness.

MODELLING WITH SPREADSHEET - I

Semester	I	Specialization	
Course code	GE-01	Type	Skill Enhancement
Credit	1	Pattern (L:T:P)	1:0:2
Course Title	Modelling with Spreadsheet - I	No. Hours	45

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO – 01	REMEMBERING & UNDERSTANDING	Understand and customize the Excel interface and basic worksheet operations, including ribbon & AutoCorrect settings, cell formatting, worksheet protection, and absolute/relative/mixed cell referencing.
CO – 02	APPLYING	Apply built-in Excel functions (mathematical, statistical, text, lookup, information, logical, database, date/time, and basic financial) to perform data analysis tasks.
CO – 03	ANALYSING	Analyze and implement logical operations in spreadsheets—conditional formatting, macro recording & execution, worksheet/workbook consolidation, and various what-if analysis techniques.
CO – 04	EVALUATING	Evaluate and construct effective data visualizations and summary reports using charts, sparklines, pivot tables, and pivot charts to derive actionable insights.
CO – 05	CREATING	Create professional PowerPoint presentations by designing slides, integrating graphs, multimedia (images, audio, video), animating objects, and configuring slide shows.

COs AND POs / PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	0	1	1	0	0	0	0	0	0	0	2	1	0
CO 2	0	0	1	0	2	0	1	0	0	0	2	0	0
CO 3	1	0	0	1	0	0	0	1	1	0	0	1	0
CO 4	0	1	0	1	1	1	0	1	0	0	1	0	1
CO 5	0	1	0	1	0	1	0	0	0	0	1	1	1

Syllabus:

Unit	Unit Details
1.	<p data-bbox="204 241 1495 273">Advanced Microsoft Word (Total Hours 6 hrs)</p> <p data-bbox="204 286 1114 318">Objective: Master complex document creation for professional business use.</p> <p data-bbox="204 376 389 407">Topics Covered:</p> <ul data-bbox="248 421 895 674" style="list-style-type: none"> <li data-bbox="248 421 783 452">• Styles, themes, and advanced formatting <li data-bbox="248 465 852 497">• Table of contents, citations, and bibliographies <li data-bbox="248 510 895 542">• Track changes, comments, and collaboration tools <li data-bbox="248 555 831 586">• Section breaks, headers/footers, cover pages <li data-bbox="248 600 847 631">• Templates for reports, resumes, and contracts <li data-bbox="248 645 676 676">• Mail merge with Excel database <p data-bbox="204 734 1289 766">Practical Task: Create a business report template with an auto-generated TOC and citations.</p>
2.	<p data-bbox="204 824 1495 855">Advanced Microsoft PowerPoint (Total Hours 9 hrs)</p> <p data-bbox="204 869 1145 900">Objective: Create powerful, data-driven, and interactive business presentations</p> <p data-bbox="204 958 389 990">Topics Covered:</p> <ul data-bbox="248 1003 995 1256" style="list-style-type: none"> <li data-bbox="248 1003 719 1034">• Master slides and design templates <li data-bbox="248 1048 868 1079">• SmartArt, charts, and tables for business visuals <li data-bbox="248 1093 810 1124">• Embedding Excel charts and real-time data <li data-bbox="248 1137 775 1169">• Custom animations and slide transitions <li data-bbox="248 1182 874 1214">• Interactive elements (hyperlinks, action buttons) <li data-bbox="248 1227 995 1258">• Advanced presentation techniques (storytelling with data). <p data-bbox="204 1272 1453 1303">Practical Task: Design a company strategy presentation with embedded charts and interactive navigation.</p>
3.	<p data-bbox="204 1361 1495 1393">Advanced Microsoft Excel – Business Functions & Analysis (Total Hours 15 hrs)</p> <p data-bbox="204 1406 1114 1438">Objective: Analyse, manage, and visualize complex data for decision-making.</p> <p data-bbox="204 1451 389 1482">Topics Covered:</p> <ul data-bbox="248 1496 1102 1749" style="list-style-type: none"> <li data-bbox="248 1496 1098 1527">• Logical & statistical functions (IF, SUMIFS, COUNTIFS, RANK, STDEV) <li data-bbox="248 1541 1102 1572">• Lookup & reference functions (VLOOKUP, INDEX-MATCH, XLOOKUP) <li data-bbox="248 1585 836 1617">• Conditional formatting for KPIs & dashboards <li data-bbox="248 1630 874 1662">• PivotTables and PivotCharts (advanced features) <li data-bbox="248 1675 986 1706">• Data validation & protection (drop-downs, input controls) <li data-bbox="248 1720 730 1751">• Scenario Manager, Goal Seek, Solver <p data-bbox="204 1765 1394 1796">Practical Task: Build a dynamic business dashboard with KPI tracking using formulas and PivotTables.</p>
4.	<p data-bbox="204 1854 1495 1886">Excel Dashboarding & Automation (Total Hours 9 hrs)</p> <p data-bbox="204 1899 1054 1930">Objective: Automate repetitive tasks and create interactive dashboards.</p> <p data-bbox="204 1944 389 1975">Topics Covered:</p> <ul data-bbox="248 1989 687 2020" style="list-style-type: none"> <li data-bbox="248 1989 687 2020">• Dashboard principles and design

	<ul style="list-style-type: none"> • Use of form controls and slicers in dashboards • Using Excel Tables and Named Ranges for dynamic reports • Introduction to Macros & VBA: recording macros, basic scripting • Automating repetitive tasks using buttons and user forms <p>Practical Task: Create a dynamic sales dashboard + automate data refresh with a macro button.</p>
5.	Integration, Collaboration & Real-World Projects (Total Hours 6 hrs)
	<p>Objective: Apply MS Office tools in a cross-functional business environment.</p> <p>Topics Covered:</p> <ul style="list-style-type: none"> • Integrating Excel data into Word and PowerPoint • Using Microsoft Forms and Outlook for data collection and communication • Collaborating using OneDrive and SharePoint • Real-world business simulation project using all tools <p>Capstone Project: Prepare a complete project report: → Excel data analysis → Word business report → PowerPoint presentation → Mail merge with client list.</p>

Textbook(s):

Unit	Unit Details
1	Excel 2010 Bible [With CDROM], John Walkenbach, John Wiley & Sons, 2010 Edition.
2	Excel 2007 for Dummies, Greg Harvey.
3	New Perspectives on Microsoft Office Excel 2007.

Code: MBXCBX1203 MEDITATION FOR EXCELLENCE IN LIFE 1 Credits [LTP: 0-0-1]

MEDITATION FOR EXCELLENCE IN LIFE

Semester	I	Specialization	
Course code	GE-03	Type	Value Added Course
Credit	1	Pattern (L:T:P)	0:0:1
Course Title	Meditation For Excellence In Life	No. Hours	16

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
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CO – 01	REMEMBERING & UNDERSTANDING	Understand how thoughts and emotions affect well-being.
CO – 02	APPLYING	Gain clarity about the self, mind, intellect, and sanskars.
CO – 03	ANALYSING	Practice Rajyoga meditation for focus and inner peace
CO – 04	EVALUATING	Develop and connection with the Supreme for inner strength
CO – 05	CREATING	Apply karma principles for self-reflection in daily life.

COs AND POs / PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	1	0	2	0	0	1	0	1	2	2	0	1	1
CO 2	1	1	2	1	0	0	0	1	1	2	0	1	0
CO 3	0	1	3	0	2	0	1	0	0	2	0	1	1
CO 4	0	0	2	0	2	0	0	1	1	2	0	1	0
CO 5	0	0	2	2	0	0	1	0	0	3	0	1	0

Syllabus:

Unit	Unit Details
1.	Introduction to Meditation (3 Hrs)
	What is Meditation? <ul style="list-style-type: none"> • Classification of Meditation Techniques. • Need and Relevance of Meditation in Today's Life. • Paradigm of Change and Thought Dynamics. • Effect of Thoughts on Health, Relations, and Decision-Making. • Role of Beliefs, Attitudes, Perceptions & Past Experiences on Thinking. • Self-Reflective Meditation Exercises.
2.	Pranayam : A Pre-requisite for Meditation (2 Hrs)
	What is Pranayam? <ul style="list-style-type: none"> • Interlinkage between Pranayam and Meditation • Breathing Exercises as a Tool for Mental Clarity and Calm • Basic Pranayama Techniques for Self-Awareness • Pranayam Practices for Emotional Balance • Role of Breath in Connecting with Inner and Higher Energies
3.	Understanding thyself (4 Hrs)
	Who am I? The Anatomy of the Inner Self <ul style="list-style-type: none"> • Self-Awareness and Core Qualities for Success in Life

	<ul style="list-style-type: none"> • 8 Innate Leadership Qualities • Types and Sources of Thoughts • Role of Mind, Intellect, and Sanskars • Cycle of Thoughts and the Shift from Lower Self to Higher Self • Experimental Activities on Inner Awareness
4.	<u>The Source of Power</u> (3 Hrs)
	<p>Introduction to the Supreme Power</p> <ul style="list-style-type: none"> • Nature, Role, and Relationship with the Supreme Energy • The Abode of the Supreme Energy and Its Spiritual Significance • The Supreme, as the Eternal Source of Peace, Purity, Love, and Happiness • Rajyoga: The Ancient Meditation Technique of India • Process and Pillars of Rajyoga • Benefits of Practicing Rajyoga in Daily Life • Practising Drills of Rajyoga for Concentration, Peace and Empowerment
5.	<u>Karma Philosophy & Life Mastery</u> (4 Hrs)
	<p>Laws of Karma and Their Impact on Life Outcomes</p> <ul style="list-style-type: none"> • Types and Classifications of Karma • Myths vs. Truths about Karma • Factors Affecting the Outcome of Karma • Understanding Karmic Accounts and Their Resolution • Transforming Ordinary Thoughts into Elevated Thoughts • Karma Yoga: Bridging Work, Responsibility, and Spiritual Growth

Code: MBXCBX1110

INDIAN KNOWLEDGE SYSTEMS

1 Credits [LTP: 1-0-0]

INDIAN KNOWLEDGE SYSTEMS

Semester	I	Specialization	
Course code	GC-10	Type	IKS
Credit	1	Pattern (L:T:P)	1:0:0
Course Title	Indian Knowledge Systems	No. Hours	15

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
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CO – 01	REMEMBERING & UNDERSTANDING	Understand the philosophical and epistemological foundations of IKS.
CO – 02	APPLYING	Integrate ancient wisdom with contemporary disciplines such as business, governance, and education
CO – 03	ANALYSING	Develop self-reflection skills through traditional Bharatiya frameworks for holistic decision making.
CO – 04	EVALUATING	Gain insights into ancient texts and their applicability to modern management and leadership.
CO – 05	CREATING	Design strategic leadership plans that integrate the principles of the Bharatiya mythology with the governance strategies to address contemporary organizational challenges.

COs AND POs / PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	1	0	0	0	0	1	2	2	1	0
CO 2	2	2	0	0	0	1	1	0	0	0	2	0	0
CO 3	0	0	3	0	0	0	0	0	1	2	0	1	1
CO 4	2	0	2	1	0	1	0	1	0	0	2	0	1
CO 5	0	2	0	1	3	0	1	1	0	1	2	1	0

Syllabus:

Unit	Unit Details
1.	Introduction to IKS: (Total Hours 3 hrs)
	<ul style="list-style-type: none"> • Concept and Significance: Definition and scope of Indian Knowledge Systems. • Preparation and Prerequisites: How to ensure the eligibility to learn these concepts? • Civilizational Perspective and Contemporary Relevance: How IKS evolved alongside. • Bharat's cultural, social, and philosophical developments and why it remains pertinent today.
2.	Why Study IKS? (Rationale Behind the Course): (Total Hours 3 hrs)
	<ul style="list-style-type: none"> • Contemporary Importance: How IKS is important in contemporary education, research, and societal needs. • Historical and Philosophical Roots: Overview of IKS's continuity from ancient to medieval and modern times. • Integration with Modern Disciplines: How IKS intersects with management theories, policy frameworks, science, technology, and ethical thought.

3.	Fundamentals of IKS in Bharatiya Civilization: (Total Hours 3 hrs)
	<ul style="list-style-type: none"> • Sources of IKS: <ul style="list-style-type: none"> ○ Vedas, Upanishads, Smṛtis, Purāṇas, classical texts. ○ Commentarial traditions and oral transmission. • Philosophical Principles: <ul style="list-style-type: none"> ○ Sanātana Dharma and key eternal values. ○ Praman Shastra ○ Elements of Bharatiya ontology and cosmology. • Major Darśanas (Different Schools of Philosophy): <ul style="list-style-type: none"> ○ Sāṃkhya, Yoga, Nyāya, Vaiśeṣika, Pūrva Mīmāṃsā, and Vedānta ○ Introduction of each system’s primary focus and contributions to IKS.
4.	Studying Key Texts for Managerial & Leadership Lessons: (Total Hours 3 hrs)
	<p>Ramayaṇa & Mahabharata: Lessons on leadership, ethics, and governance.</p> <ul style="list-style-type: none"> • Bhagavad Gita: Key teachings on duty, self-management and decision-making under pressure. • Arthashastra & Niti Sastra: Kautilya’s Arthashastra, Hitopadesha, and Panchatantra for strategic thinking, policy-making, and organizational governance. • Case Studies: Historical examples of leadership styles, negotiations, and conflict resolution Within the Indian context.
5.	Evolution of Thought & Core Concepts of IKS: (Total Hours 3 hrs)
	<ul style="list-style-type: none"> • Evolution of Knowledge Traditions: How Indian thought developed over millennia, incorporating regional and scholastic diversity. • Indian Approaches to Science, Technology, and Governance: <ul style="list-style-type: none"> ○ Ayurveda (medical system), Jyotiṣa (astronomy), Vāstu (architecture), and linguistic traditions (Pāṇini’s grammar). • Allied Disciplines & Applications: <ul style="list-style-type: none"> ○ Environmental & Ecological Thought: Perspectives on nature conservation and ecological balance found in Vedic and later texts. ○ Economic Thought: Historical trade practices, wealth distribution, and sustainable resource management from Dharmaśāstra and Arthashastra. ○ Education & Pedagogy: Traditional gurukul systems, holistic approaches to learning, and their relevance today.

Textbook(s):

Unit	Unit Details
1	Bansal, I. (2003). Management Concepts in Ancient Indian Psycho-Philosophic Thought and Their Significance for

	Present Day Organisations. Narayan Prakashan.
2	Bhawuk, D. (2011). Spirituality and Indian psychology: lessons from the Bhagavad-Gita. Springer, Science & Business Media.
3	Kapoor, K., & Singh, A. K. (Eds.). (2005). Indian knowledge systems. Indian Institute of Advanced Study.
4	Mahadevan, B., & BHAT, V. R. (2022). Introduction to Indian knowledge system: concepts and applications. PHI Learning
5	Sharma, S. (2007). Management in the new age, Western windows, Eastern doors. New Age International.

Second Semester

Code: MBXCBX2101

MARKETING MANAGEMENT

3 Credits [LTP: 3-0-0]

MARKETING MANAGEMENT

Semester	II	Specialization	
Course code	GC-11	Type	Major Core
Credit	3	Pattern (L:T:P)	3:0:0
Course Title	Marketing Management	No. Hours	45

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO – 01	REMEMBERING & UNDERSTANDING	DESCRIBE the key terms associated with the 4 Ps of marketing and Marketing Planning & Control for a real-world marketing offering (commodities, goods, services, e-products/ e-services). DEMONSTRATE the relevance of marketing mix concepts and Planning & Control frameworks for a real-world marketing offering (commodities, goods, services, e-products/ e-services).
CO – 02	APPLYING	APPLY marketing Mix and Planning & Control decisions for a real-world marketing offering (commodities, goods, services, e-products/ e-Services).
CO –	ANALYSING	EXAMINE marketing issues about Marketing Mix and Marketing Plan in the context of real-world marketing offering (commodities,

03		goods, services, e-products/ e-services
CO – 04	EVALUATING	EXPLAIN the interrelationships between various elements of Marketing mix and Planning & Control in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services)
CO – 05	CREATING	DESIGN a Marketing Mix and Marketing Plan for a real-world marketing offering (commodities, goods, services, e-products/ e-services).

COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	0	0	0	0	1	1	2	1	0
CO 2	2	3	0	1	1	0	1	0	0	1	2	0	1
CO 3	1	2	3	0	0	1	0	1	1	1	2	1	0
CO 4	1	1	2	3	0	0	0	1	1	1	2	0	1
CO 5	1	1	1	1	2	0	2	0	0	1	2	1	0

Syllabus:

Unit	Unit Details
1.	Product: (Total Hours 7+2 hrs)
	Meaning, The Role of Product as a market offering, Goods & Services, Continuum Classification of Consumer products- convenience, shopping, unsought goods. Classification of industrial products, materials and parts, capital items, supplies, and services. Product Levels: The Product Hierarchy, Product Systems and Mixes, Product Line Analysis, Product Line Length, the Customer Value Hierarchy. New Product Development - Need, Booz Allen & Hamilton Classification Scheme for New Products, New Product Development Process – Idea Generation to commercialization. Sustainable practices in Product Design, Go-to-market strategy, Branding: Concept, Definition and Commodity vs. Brand, Product Vs Brand, and Concept of Brand equity. Packaging & Labeling: Meaning & role, Types of Packaging, Sustainable practices in packaging and Labeling,
2.	Pricing: (Total Hours 7+2 hrs)
	Meaning, The Role of Pricing, Importance and Factors Influencing Pricing Decisions. Setting the Price: Setting pricing objectives, determining demand, estimating costs, analyzing competitors' pricing, selecting a Pricing method, and selecting the final price. Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing, concept of transfer pricing, Dynamic pricing (surge pricing, auction Pricing), Pricing in online marketing (free, premium, freemium). Token-based pricing. Price Change: Initiating & responding to price Changes. Use of Big Data and Generative AI in pricing decisions
3.	Place: (Total Hours 7+2 hrs)
	Meaning, The Role of Marketing Channels, Channel functions & flows, Channel Levels, Channel Design Decisions - Analyzing customers' desired service output levels, establishing objectives & constraints, identifying & evaluating major channel alternatives. Channel Options - Introduction to Wholesaling,

	Retailing, Franchising, Direct marketing, Introduction to Channels in international Market, Online Interaction versus Offline Interaction -Introduction to Omni channel & hybrid channel options, Phygital Channels. Showrooming and Webrooming, Market Logistics Decisions – Order Processing, Warehousing, Customer Fulfilment Center, Dark stores, Inventory, and Logistics. Last-mile logistics, Role of IOT and Blockchains in Market Logistics decisions
4.	Promotion: (Total Hours 7+2 hrs)
	Meaning, the role of marketing communications in marketing efforts. Communication Mix Elements, Introduction to Advertising, 5Ms of Advertising, Sales Promotion, Personal Selling, Public Relations, Word of Mouth (WOM), Direct Marketing, Traditional to Digital Promotion =Contextual Marketing, Permission Marketing, Data driven marketing, Attention, Interest, Desire, Action (AIDA) to 5A (Aware, Appeal, Ask, Act, and Advocate), Concept of Integrated Marketing Communications (IMC), Developing Effective Communication -Communication Process, Steps in developing effective marketing communication - identifying target audience, Determining communication objectives, designing a message, choosing media, selecting message source, Collecting feedback. Shaping the overall promotion mix: promotional mix strategy, push-pull strategies. Role of Generative AI in Promotion Decisions
5.	Product Level Planning: (Total Hours 7+2 hrs)
	Preparation & evaluation of a product-level marketing plan, Nature & contents of Marketing Plans - Executive Summary, Situation Analysis, Marketing Strategy, Financials, and Control. Marketing Evaluation & Control - Concept, Process & types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Marketing Audit, Impact of Technology on Marketing Planning and Control = Connected Marketing Mix -four C's (co-creation, currency, communal activation, and Conversation). Application of Agile marketing Practices in Marketing Planning and control, Use of Immersive Marketing for Marketing Planning and control decisions. Note: Real-world examples/cases in domestic and international context for commodities, goods, services, e-products/ e-services in terms of Traditional as well as contemporary Marketing Practices are expected to be analyzed in the class as well as included in the Examination.

Textbook(s):

Unit	Unit Details
1	Marketing Management: A South Asian Perspective, Kotler, Keller, Koshy& Jha, 14th edition, Pearson Education,2018.
2	Marketing Management, Rajan Saxena, TMGH,6th Edition,2019
3	Marketing, Lamb Hair Sharma, McDaniel, Cengage Learning,1st Edition,2016
4	Marketing Management - Ramaswamy V. S. & Namakumar S, 4/e, Macmillan Publishers, 2014.
5	Marketing Management -Arun Kumar& Meenakshi N, 2/e, Vikas publications, 2013

6	Marketing Management- Text and Cases, Tapan K Panda, Excel Books, 2008
7	Marketing 4.0: Moving from Traditional to Digital, Philip Kotler, Hermawan Kartajaya, Iwan Seiwan, 2017
8	Marketing 5.0: Technology for Humanity by Philip Kotler, Hermawan Kartajaya, Wiley, .2021
9	Marketing 6.0: The Future Is Immersive : Philip Kotler, Hermawan Kartajaya,2023

Suggested References:

1. Marketing Grewal, Levy, Tata McGraw-Hill,7th Edition,2021
2. Marketing, Asian Edition, Paul Bainer, Chris Fill, Kelly Page, Oxford University Press, 2013
- 3.Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson,13th Edition
4. Brand Equity Supplement of the Economic Times
5. Brand Wagon Supplement of the Financial Express
- 6 Strategist Supplement of Business Standard
- 7 Marketing White Book, latest edition
8. <https://www.togai.com/blog/generative-ai-pricing-strategies/>,accessed on 20th June 2024,at 12 .02 am.
9. Generative AI: The Insights You Need from Harvard Business Review (HBR Insights Series), Harvard Business Review, Randye Kaye, et al., on 20th June 2024, at 12 .02 am.
- 10.<https://revenue.com/insights/articles/potential-generative-artificial-intelligence-pricing>, accessed on 20th June 2024, at 12 .02 am.
- 11.<https://www.forbes.com/sites/derekrucker/2021/06/16/the-evolution-of-marketing-a-candid-conversation-with-the-father-of-modern-marketing/>, accessed on 20th June 2024,at 12 .02 am

Code: MBXCBX2102

MARKETING RESEARCH AND SPSS

3 Credits [LTP: 3-0-0]

MARKETING RESEARCH AND SPSS

Semester	II	Specialization	
Course code	SC-MF-01, SC-MH-01, SC-MA-01	Type	Major Core
Credit	3	Pattern (L:T:P)	3:0:0
Course Title	Marketing Research and SPSS	No. of Hours	45

Course Objectives:

1. Exercise basic concepts of marketing research and statistical techniques used in the business area using theory and practical applications.
2. Interpret the results in terms of the problem language after performing the statistical analysis.
3. Teach yourself effective statistical analysis through the computer by using SPSS.
4. Show uses of marketing research in business through Case Studies and live examples.

Course Outcomes:

On successful completion of the course, the learner will be able to:

CO	Cognitive Abilities	Course Outcomes
CO-01	Remembering	IDENTIFY and DESCRIBE the key steps involved in the marketing research process. Usage of SPSS.
CO-02	Understanding	COMPARE and CONTRAST various research designs, data sources, data collection instruments, sampling methods, and analytical tools, and SUMMARIZE their strengths & weaknesses. To provide an understanding of SPSS.
CO-03	Applying	DEMONSTRATE an understanding of the ethical framework that market research needs to operate within. Applying advanced tools for data analysis with SPSS
CO-04	Analysing	ANALYSE quantitative data and draw appropriate Inferences to address a real-life marketing issue through SPSS
CO-05	Evaluating	DESIGN a market research proposal for a real-life marketing research problem and EVALUATE a market research proposal.

COs AND POs/PSOs Mapping

	PO 01	PO 02	PO 03	PO 04	PO 05	PO 06	PO 07	PO 08	PO 09	PO 10	PSO I	PSO II	PSO III
CO 1	3	0	3	0	1	1	0	2	2	0	2	2	1
CO 2	2	2	0	1	2	0	1	2	3	1	2	0	1
CO 3	1	0	2	1	0	2	0	0	0	0	2	2	1
CO 4	0	2	1	1	0	1	2	0	1	0	1	0	2
CO 5	0	1	0	0	1	0	0	1	0	1	1	1	0

Syllabus:

Unit	Unit Details
1.	Introduction to Marketing Research: (Total Hours 5+2 hrs.)
	Marketing Research v/s Market Research. Meaning, Nature, Scope, and Limitations of Marketing Research. Objectives and Significance of Marketing Research. Growing Importance of Marketing Research. Applications of Marketing Research in Business. Process of Marketing Research. Components of Marketing Research. Case Study: Application of Marketing Research in Business Issues.
2.	Marketing Research Design and Proposal: (Total Hours 6+3 hrs.)
	Overview of Marketing Research Design. Sampling Design - Need and Significance of Sampling. Key concepts of Sampling Design. Features of a good sample design. Essentials of Sampling. Types of Sampling – Probability and Non-Probability. Determination of Sample Size. Measurement and Scaling Techniques in Marketing Research. Research Proposal Writing. Research Report Writing. Case Study/Class Exercise: Sample Size Determination and Research Proposal Writing.
3.	Data Collection: (Total Hours 3+3 hrs.)
	Introduction of Data Collection. Data and its importance in Marketing Research. Sources of Data Collection: Primary and Secondary. Tools used for Primary and Secondary Data Collection. Questionnaire Design. How to draft a structured questionnaire? How to decide the appropriate method of data collection? Case Study: Designing a questionnaire for Marketing Research, taking any appropriate application of marketing Research, and a Survey as a tool of primary data collection.
4.	Overview of Statistical Software: (Total Hours 5+2 hrs.)
	Introduction to SPSS. Data Management in SPSS. Importing and Exporting of Data in SPSS through MS Excel. How to run different marketing research tools in SPSS? Creating a Data File. Transforming Data. Computing and Recording Variables. Frequencies, Cross Tabulation. Presenting your data: Charts and Graphs. Class Exercise: Hands-on practice of SPSS.
5.	Hypothesis Testing and Data Analysis through SPSS.: (Total Hours 6+10 hrs.)
	Data Analysis: Cleaning and Classification of Data. Editing, Coding, and Tabular representation of data. Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Line charts, and Histograms. Overview and Characteristics of Hypothesis. Basic Concepts Concerning Testing of Hypothesis; Development of Hypothesis; Null Hypothesis, Alternative Hypothesis. Procedure for Hypothesis Testing. Tools and Techniques of Hypothesis Testing and Data Analysis through SPSS: Measures of Central Tendency, Correlation, Regression Analysis, Z test, t-test, Chi-Square test, F test, ANOVA, MANOVA, Mann-Whitney U Test, Wilcoxon Matched-Pairs Signed Rank Test, and Kruskal-Wallis Test. Other Tools: Factor Analysis – PCA and CFA, Conjoint Analysis, Cluster Analysis, Discriminant Analysis, etc. Class Exercise: Hands-on Experience of Data Analysis through SPSS. Relevant issues and the data set of marketing research serve as the basis of the study and analysis.

Textbook(s):

Unit	Unit Details
1	Marketing Research, G C Beri, TMGH
2	Marketing Research - An Applied Orientation, Malhotra and Dash, Pearson Education.
3	Marketing Research, Churchill, Jr, G.A. and D. Iacobucci, South Western: Thomson.
4	Marketing Research, Burns, G.A. and D. Bush, South Western: Thomson.
5	Research Methodology with SPSS by Rao and Tyagi, Shree Niwas Publications, 2009.

Suggested Reference Books:

1. Marketing Research, Green, P.E., Tull, D.S., and G. Albaum, New Delhi: Prentice Hall of India.
2. Marketing Research, Luck, D.J. and R.S. Rubin, New Delhi: Prentice Hall of India.
3. Marketing Research, Tull, D.S. and D.I. Hawkins, New Delhi: Prentice Hall of India.
4. Ready, Set, Go! – A Student Guide to SPSS for Windows by Pavkov and Pierce, TMGH Edition.

IBM SPSS Statistics 23 – Step by Step. A simple guide and reference. 14th ed. Darren George and Paul Mallery.

Code: MBXCBX2103

SERVICES MARKETING

3 Credits [LTP: 3-0-0]

SERVICES MARKETING

Semester	II	Specialization	
Course code	SC-MF-02, SC-MH-02, SC-MA-02	Type	Major Core
Credit	3	Pattern (L:T:P)	3:0:0
Course Title	Services Marketing	No. Hours	45

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO – 01	REMEMBERING & UNDERSTANDING	RECALL the key concepts in services marketing. Describe the role of the Extended Marketing Mix in Services in managing consumer behavior and improving service quality.

CO – 02	APPLYING	Identify concepts related to service experience in the context of real real-world offering.
CO – 03	ANALYSING	Examine the elements of services marketing and service quality in a contemporary context.
CO – 04	EVALUATING	EVALUATE Segmentation, Targeting & Positioning of Services and assess its importance and challenges in the dynamic marketing environment.
CO – 05	CREATING	DEVELOP marketing mix, service blueprint, and servicescapes for various services offering

COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	0	0	0	0	1	1	2	1	0
CO 2	2	3	0	0	1	0	1	0	0	1	2	0	0
CO 3	2	2	3	0	0	1	0	1	0	1	2	0	1
CO 4	0	2	2	1	0	0	0	1	2	1	2	2	1
CO 5	2	3	0	0	1	1	1	1	0	1	2	1	0

Syllabus:

Unit	Unit Details
1.	Services Marketing- An Insight into the Emerging Sector of the Economy: (Total Hours 7+2 hrs)
	Introduction, Nature & Definition of Services, Difference between Goods & Services: Service-Continuum, Key classifications of the Services, Service Characteristics; Traditional elements of Services Mix; Need for extended marketing mix elements in Services. Need to study Service Marketing: Evolution of Services as Value Contributors, Service Sector beyond 2020 - Indian, Asian & Global perspectives
2.	Role of Process, People & Physical Evidence in Services Marketing: (Total Hours 7+2 hrs)
	Process - Service system - Service system, Importance of Process in Services; Service Blueprint; Mapping the Process- Horizontally & Vertically; Variety in Service Process; Value addition in Process. People- The Key to a Service Marketing; People Dimensions in Services Marketing; Service Encounters; High-Contact & Low-Contact Services; Emotions in Service Situations; Service Profit Chain; Service Culture Servicescape: Physical Evidence- Contribution of Physical Evidence to the Service Understanding, Managing the Physical Evidence in Service Marketing

3.	Managing Consumer Behavior & Service Quality: (Total Hours 7+2 hrs)
	Consumer and Organizational Behavior in Services – Understanding Our Customers & Collaborators in services, stages of service consumption, Service Quality- Levels & Dimensions; Service Quality Models - ServQual, GAP Model and Critical Incident Model. Managing demand and capacity - capacity constraints, understanding demand patterns, strategies for matching and adjusting capacity and demand, Service Recovery, Service Recovery Process, Impact of Service Failures, Nature of Complaining Behavior-Complaint Resolution
4.	Segmentation, Targeting & Positioning of Services in the Modern Era: (Total Hours 7+2 hrs)
	Bases for Segmentation of Services; Selecting Target Market & Approaches; Techniques of Positioning Services. Managing Relationships in Services Marketing, the service marketing triangle, Current customer retention and customer lifetime value. Importance & Challenges for STP of services in the modern era.
5.	Marketing of Services: New Paradigm and Perspectives: (Total Hours 7+2 hrs)
	Customer as the Centre of Attention; Services as Key Differentiators; New Service Opportunities: Emergence of Work from Home, Automation & New Technologies in Services; Service Marketing Opportunities in India Applications of Service Marketing: Marketing in Tourism, Retail, Hospitality, Airlines, Telecom, IT & ITES, Sports & Entertainment, Logistics, Health Care Sector, Event Management Services and Banks & Financial Sector, on- Profit Organizations. Emergence of e-services in various sectors

Textbook(s):

Unit	Unit Details
1	Service Marketing Concepts Applications & Cases Mk Rampal, S. Gupta, Galgotia Publishing Company
2	Services Marketing: People, Technology, Strategy, by Wirtz Jochen, Lovelock Christopher, Chatterjee Jayanta, Pearson Education; 8th edition (2017)
3	Services Marketing by Zeithaml, Bitner, Gremler & Pandit, TMGH, 4th Edition
4	Services Marketing: Global Edition by Christopher Lovelock, Jochen Wirtz, Pearson Education
5	Services Marketing- Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit, McGraw-Hill

Suggested Reference Books

1. Service Management: Operations, Strategy, and Information Technology, James A. Fitzsimmons, Mona J. Fitzsimmons, McGraw-Hill/Irwin, 2006
2. Services Marketing: Concepts and Practices by Ramneek Kapoor, Justin Paul & Biplab Halder, McGraw-Hill

3. Services Marketing by Rajendra Nargundkar, McGraw-Hill, 3rd Edition
4. Services Marketing, 2nd Edition by Rao -Pearson
5. Service Marketing - by C. Bhattacharya, Excel Books
6. Services Marketing – K. Rama Mohana Rao, Pearson; 2 edition (2011)

Code: MBXCBX2104

DIGITAL MARKETING

2 Credits [LTP: 2-0-0]

DIGITAL MARKETING

Semester	II	Specialization	
Course code	SE-MF-01, SE-MH-01, & SE-MA-01	Type	Major Core
Credit	2	Pattern (L:T:P)	2:0:0
Course Title	Digital Marketing	No. of Hours	30

Depth of the Course: Basic and functional knowledge of digital marketing along with practical exposure on how to execute various digital marketing verticals.

COURSE OBJECTIVES

1. To provide foundational knowledge of digital marketing strategies and platforms, including websites, content marketing, and blogs, to build an effective online presence.
2. To enable students to enhance website visibility and traffic using SEO techniques, keyword management, Pay-Per-Click advertising, and reputation management.
3. To develop skills in leveraging major social media platforms like Facebook, Twitter, Instagram, LinkedIn, and YouTube for brand promotion and audience engagement.
4. To equip learners with practical knowledge of mobile and email marketing, analytics tools like Google Analytics, and affiliate marketing for effective digital campaign tracking and optimization.

COURSE OUTCOMES

CO	Cognitive Abilities	Course Outcomes
CO – 01	REMEMBERING	Describe the fundamentals of digital marketing and content marketing.
CO – 02	ANALYZE	Demonstrate SEO and paid advertising techniques for enhancing web visibility.
CO – 03	EVALUATE	Develop marketing strategies using Facebook, Instagram, and YouTube.

CO – 04	APPLICATION	Utilize email and mobile marketing tools for audience engagement.
CO – 05	EVALUATING	Interpret web analytics reports to improve digital marketing performance.

COs AND POs / PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	0	0	0	1	1	1	2	1	0
CO 2	0	3	2	0	0	1	0	0	0	1	2	0	0
CO 3	0	2	1	2	1	0	1	0	0	1	2	0	0
CO 4	1	2	0	2	1	0	1	0	0	1	2	0	1
CO 5	1	2	3	0	0	0	0	1	0	1	2	0	1

Syllabus:

Unit	Unit Details
1.	Online marketing foundations (6 Hrs)
	Introduction to digital marketing, Components of Digital marketing strategy, Website Basics, Content marketing - foundations of content marketing – the creation of a content plan - content creation and promotion - measuring content effectiveness - Introduction to blogs and newsletters- designing and developing blogs.
2.	Search Engine Optimization (6 Hrs)
	An introduction to SEO & SEM (search engine marketing) - Enhancing the organic search preferences, Keywords and link-building, Pay per click marketing - Online Reputation Management to improve SEM, measuring SEO effectiveness - local search - Paid search - creating an advertisement - creating a campaign, Basics of Google Ads.
3.	Social media marketing (6 Hrs)
	Understanding social media marketing - building an online community - growing an online community - getting started with Twitter - tweeting on Twitter - building a presence on Twitter - getting started with Facebook - marketing on Facebook - building your presence on Facebook - measuring your efforts - understanding Instagram and advertising on Instagram - developing LinkedIn's business strategy - finding an audience - engaging audience, YouTube Channel building
4.	Email and Mobile Marketing (6 Hrs)
	Basic components of Email marketing - Designing emails to enhance Email Marketing - Viral email marketing campaigns - email marketing tools and setup - understanding of how email fits into a marketing plan - Audience segmentation and engagement, Introduction to Mobile Marketing – mobile friendly strategies, Consumer and corporate applications: content, marketing, sales promotion, ticketing, participation/interaction - Location-based services (Proximity marketing), Mobile messaging based Marketing - mobilizing web presence - SMS campaign.
5.	Web Analytics (6 Hrs)
	Usage of Google Analytics - Implementation of Google Analytics - understanding analytics core concepts -

setting up goals - using different types of reports, Affiliate marketing foundations - fundamental affiliate marketing principles - preparations for affiliate marketing - rolling out affiliate efforts.

Text Books:

Unit	Unit Details
1	Digital Marketing: Strategies for Online Success by Godfrey Parkin, New Holland Publishers.
2	The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns by Ian Dodson, Wiley, 2016.
3	eMarketing: the essential guide to marketing in a digital world, Rob Stokes, 5th Edition, Quirk eMarketing (Pvt.) Ltd.

References:

- Facebook Marketing: An Hour A Day by Chris Treadaway and Mari Smith, Sybex
- Fundamentals of Digital Marketing by Puneet Singh Bhatia, Pearson, 2017.
- Online Marketing, Richard Gay, Alan Charlesworth and Rita Esen, Oxford University Press, 2016

Code: MBXCBX2105

DECISION SCIENCE-II

2 Credits [LTP: 2-0-0]

DECISION SCIENCE - II

Semester	II	Specialization	
Course code	GC-14	Type	Minor
Credit	2	Pattern (L:T:P)	2:0:0
Course Title	Decision Science - II	No. Hours	30

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive	Course Outcomes
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	Abilities	
CO – 01	REMEMBERING	Recall basic definitions and rules of probability, types of probability distributions, key concepts in hypothesis testing, and methods of time series analysis.
CO – 02	APPLYING	Describe the principles behind sampling distributions, the central limit theorem, and estimation techniques.
CO – 03	ANALYSING	Critically analyze the output of parametric tests to interpret differences among groups.
CO – 04	EVALUATING	Critically analyze the output of ANOVA and non-parametric tests to interpret differences among groups.
CO – 05	CREATING	Creating project networks using both PERT and CPM methodologies, including defining activities, sequencing them, and identifying dependencies.

COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	0	0	0	0	0	0	2	2	0	0
CO 2	3	0	0	0	0	0	0	0	0	2	2	0	0
CO 3	0	2	3	0	0	0	0	0	0	2	2	0	0
CO 4	0	2	3	0	0	0	0	0	0	2	2	0	0
CO 5	2	3	0	0	0	0	0	0	0	2	2	0	0

Syllabus:

Unit	Unit Details
1.	PERT / CPM (Total Hours 6 hrs)
	Introduction, phases of project management, work break down structure (W.B.S.), basic tools and techniques of project management, network logic (network or arrow diagram), numbering the events (Fulkerson's rule), activity on node diagram, critical path method, Programme evaluation and review technique, cost analysis and crashing the network, applications of network techniques, distinction between PERT and CPM, and Simulation Techniques (Monte Carlo and Discrete Event Simulation)
2.	Introduction to Probability and Probability Distribution (Total Hours 6 hrs)
	Basic definitions and rules for probability, marginal, joint, and conditional probability, Bayes' theorem; Random variables, Probability distributions: Binomial, Poisson, and Normal distributions.
3.	Sampling Distribution and Estimation (Total Hours 6 hrs)
	Introduction to sampling distributions, sampling distribution of mean and proportion, application of the central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large samples and small samples
4.	Testing of Hypothesis – I (Total Hours 6 hrs)
	Hypothesis testing: one-sample and two-sample tests for means and proportions of large samples (z-test), one-sample and two-sample tests for means of small samples (t-test), F-test for two sample standard deviations.

5.	Testing of Hypothesis – II & Non-Parametric	(Total Hours 6 hrs)
	ANOVA one and two way & Non Parametric Test, Sign test, Run Test, Wilcoxon Mann Whitney Test (U Test), Kruskal Wallis Test (H-Test).	

Textbook(s):

Unit	Unit Details
1	Practical Business Mathematics, S. A. Bari, New Literature Publishing Company
2	Mathematics for Commerce, K. Selvakumar, Notion Press
3	Business Mathematics with Applications, Dinesh Khattar & S. R. Arora, S. Chand Publishing
4	Business Mathematics and Statistics, N.G. Das & Dr. J.K. Das, McGraw-Hill
5	Fundamentals of Business Mathematics, M. K. Bhowal, Asian Books Pvt. Ltd
6	Research Methodology, C. R Kothari, McGraw-Hill
7	Mathematics for Economics and Finance: Methods and Modeling, Martin Anthony and Norman Biggs, Cambridge University Press
8	Financial Mathematics and Its Applications, Ahmad Nazri Wahidudin, Ventus Publishing House
9	Fundamentals of Mathematical Statistics, Gupta S. C. and Kapoor V. K, Sultan Chand and Sons
10	Statistical Methods, Gupta S. P. Sultan Chand and Sons

Code: MBXCBX11052111 SECURITY ANALYSIS & PORTFOLIO MANAGEMENT 2 Credits [LTP: 2-0-0]

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Semester	II	Specialization	
Course code	SE-MF-02	Type	Minor
Credit	2	Pattern (L:T:P)	2:0:0
Course Title	Security Analysis & Portfolio Management	No. Hours	30

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO – 01	REMEMBERING & UNDERSTANDING	REMEMBER various concepts of investments, Bonds.
CO – 02	APPLYING	EXPLAIN various theories of Investment Analysis and Portfolio Management.
CO – 03	ANALYSING	CALCULATE risk and return on investment using various concepts covered in the syllabus.
CO – 04	EVALUATING	ANALYZE and DISCOVER the intrinsic value of a security.
CO – 05	CREATING	DESIGN/ CREATE optimal portfolio.

COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	1	2	1	0	0	0	0	0	2	3	1	1
CO 2	2	3	2	1	1	0	1	1	1	2	3	1	2
CO 3	2	3	3	1	1	1	1	1	2	2	3	2	2
CO 4	2	3	3	1	1	1	1	2	2	2	3	2	2
CO 5	3	3	2	2	2	1	2	2	1	3	3	1	2

Syllabus:

Unit	Unit Details
1.	Introduction & Concepts: Investment: (Total Hours 3+1 hrs)
	Meaning, nature & objectives, Investments Vs. Speculation & Gambling, Investment Process, Investment Environment, Investment avenues: Marketable & Non-marketable financial assets. Portfolio Management: Meaning, attributes, significance, and process of Portfolio Management, Portfolio manager and his role
2.	Risk & Return Analysis: Risk & Return: (Total Hours 7+1 hrs)
	Meaning and Elements of Risk & Return, Measurements of Risk & Return, Relationship between risk and return. Fundamental Analysis: Economic analysis, industry analysis, and company analysis, the weaknesses of fundamental analysis. Technical Analysis: Meaning, Tools of technical analysis, Technical Analysis vs. Fundamental Analysis. Efficient Market Theory: Meaning. Forms of Market Efficiency, Efficient Market Hypothesis vs. Fundamental & Technical Analysis
3.	Valuation of bonds and shares: Bond Valuation: (Total Hours 5+1 hrs)
	Meaning, Types, Bond Prices, Bond Return, Risks in Bonds. Equity Valuation: Meaning, Concept of Present Value, Share Valuation Models, Multiplier Approach to Share Valuation

4.	Portfolio Analysis & Selection: Concept of portfolio and portfolio management: (Total Hours 7+1 hrs)
	Meaning, Types of Portfolio Risks, Diversification of Risks, Selection of Optimal Portfolio. Markowitz Portfolio Selection Model: Efficient set of portfolios, Optimal Portfolio selection, Limitations of the Model. Capital Asset Pricing Model (CAPM): Meaning, Assumptions & Limitations of CAPM. Sharpe-The Single Index Model: Measuring security risk & return, Measuring Portfolio Risk & Return. Factor Models and Arbitrage Pricing Theory: Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model
5.	Portfolio Revision & Evaluation: Portfolio Revision: (Total Hours 3+1 hrs)
	Meaning and need of Portfolio Revision, Constraints in Portfolio Revision, Revision Strategies, Portfolio Evaluation: Meaning and need of Portfolio Evaluation, Evaluation Perspectives, Measuring Portfolio Returns & Risk-Adjusted Returns

Textbook(s):

Unit	Unit Details
1	Investment Analysis and Portfolio Management, Chandra, Prasanna (Tata McGraw-Hill Publishing Co. Ltd.)
2	Securities Analysis & Portfolio Mgmt., V A Avadhani ,Himalaya Publications
3	Security Analysis and Portfolio Management, S. Kevin, PHI Learning Pvt. Ltd.
4	Investment Analysis & Portfolio Management, Ranganathan & Madhumathi, Pearson Education Pvt. Ltd.
5	Elements of Mercantile Law, N.D. Kapoor, Sultan Chand & Sons

Suggested Reference Books:

1. Security Analysis and Portfolio Management, Fischer DE & Jordan R J, Prentice Hall.
2. Portfolio Management, Barua, S.K.; Raghunathan, V.; Varma, J.R., Tata McGraw-Hill Publishing Co. Ltd.
3. Investment Analysis and Portfolio Management, Frank K. Reilly and Keith C. Brown, Thomson Learning
4. Modern Investments and Security Analysis, Fuller R.J.; Farrel JL, McGraw-Hill
5. Investment Management, V.K. Bhalla, S. Chand & Co.
6. Security Analysis & Portfolio Management, S. Bhat, Excel Books
7. Security Analysis and Portfolio Management, Punithavathy P., Vikas Publishing
8. Security Analysis and Portfolio Management, A.P. Dash, I.K. International

LEARNING AND DEVELOPMENT

Semester	II	Specialization	
Course code	SE-MH-02	Type	Minor
Credit	2	Pattern (L:T:P)	2:0:0
Course Title	Learning and Development	No. Hours	30

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO – 01	REMEMBERING & UNDERSTANDING	DESCRIBE the key concepts associated with Learning & Development. EXPLAIN the training process and the various methods of training for various categories of employees in a variety of organizational settings and contexts.
CO – 02	APPLYING	IDENTIFY the training needs of various categories of employees in a variety of organizational contexts.
CO – 03	ANALYSING	EXAMINE the impact of training on various organizational and HR aspects.
CO – 04	EVALUATING	EVALUATE the training process of various categories of employees in a variety of organizational contexts.
CO – 05	CREATING	DESIGN a training programme for various categories of employees in a variety of organizational contexts.

COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	0	0	0	0	1	2	2	1	0
CO 2	0	3	0	0	0	0	0	0	0	2	3	1	0
CO 3	0	2	3	0	0	0	0	0	0	2	2	0	1
CO 4	0	2	3	0	0	0	0	0	0	2	2	2	0
CO 5	0	3	0	2	2	0	0	0	0	3	3	2	0

Syllabus:

Unit	Unit Details
1.	Learning: (Total Hours 4+2 hrs)
	Nature of learning, Learning- its influence on employee behavior, Learning Process, Learning and HRD, Learning styles, elements and Profile, Types of Learning, Adult Learning, Androgogy, Implementing Learning/HRD needs. Introduction to Training: Definition, Concept, Meaning, Nature, Need for Training and Development, Types of Training, Effective Learning and Training.
2.	Process of Training: (Total Hours 4+2 hrs)
	Identification of job competencies, Training Need Analysis and Assessment, Training for Performance, Steps in Training, Role and Responsibilities of HRD and Training Specialist.
3.	Designing and Implementation of Training Plan: (Total Hours 4+2 hrs)
	Objectives of Designing Training Plan, Budgeting of Training, Trainer and Trainee Identification, Designing Module, Designing and Conducting Specific Training and Development Programme. Methods of Training: Methods & Technique of Training, On Job Training, Competency-based training, Online Training, E-Learning, Multimedia Training, Management Development Program, New Employee Training.
4.	Evaluation of Training Program: (Total Hours 4+2 hrs)
	Introduction, concept & principles, Evaluating Training and Results- Kirkpatrick Model of Evaluation, CIRO of Training, ROT of Training, Cost-Benefit analysis.
5.	Management Development: (Total Hours 4+2 hrs)
	Training and Coaching, Mentoring, Training Practices, Train the Trainer, Training for Diversity, Impact of Training on HRD.

Textbook(s):

Unit	Unit Details
1	Employee Training & Development, Raymond Noe
2	Training and Development, S.K. Bhati
3	The ASTD Training and Development Handbook: A Guide to Human Resource Development, Robert Craig, McGraw-Hill.
4	Creative Training Techniques Handbook, Robert W. Pike, CSP

Code: MBXCBX2213**INTRODUCTION TO BUSINESS ANALYTICS****2 Credits [LTP: 2-0-0]****INTRODUCTION TO BUSINESS ANALYTICS**

Semester	II	Specialization	
Course code	SE-MA-02	Type	Minor

Credit	2	Pattern (L:T:P)	2:0:0
Course Title	Introduction to Business Analytics	No. of Hours	30

Course Outcomes:

On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-1	UNDERSTAND	Understand the fundamentals of business analytics and data-driven decision-making.
CO-2	DEVELOP	Develop Python programs for data processing, analysis, and visualization.
CO-3	APPLY	Apply statistical models for prediction and inference in business scenarios.
CO-4	CREATE	Create business dashboards and reports using Python or Tableau.
CO-5	EXECUTE	Execute a complete business analytics mini-project using real-world datasets.

CO – PO / PSO Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	2	3	2	0	2	0	1	1	2	3	1	1
CO 2	3	3	3	2	1	1	0	1	1	3	3	1	2
CO 3	3	3	3	0	0	0	0	1	1	3	3	2	2
CO 4	3	2	2	2	2	1	0	1	2	3	3	2	2
CO 5	3	3	3	3	3	2	2	2	2	3	3	3	3

Syllabus:

Unit	Unit Details
1.	Foundations of Business Analytics and Python Basics (6 Hrs)
	<ul style="list-style-type: none"> • Introduction to Business Analytics • Importance of Data-Driven Decision Making • Types of Analytics: Descriptive, Predictive, Prescriptive • Types of Data: Structured vs. Unstructured • Data Formats: Categorical, Cross-sectional, Time-series • Business Analytics Lifecycle (CRISP-DM)

	<ul style="list-style-type: none"> • Real-World Applications: Case Study on Amazon • Introduction to Python in the Analytics Ecosystem <p>Lab: (6 Hrs)</p> <ol style="list-style-type: none"> 1. Write Python programs using print() and input() for business messages. Declare and use variables with different data types (int, float, string, bool). 2. Create a simple program to take user input for product name and price and display formatted output. 3. Write programs using if, elif, else to apply discounts based on purchase amount. 4. Use for and while loops to calculate cumulative revenue or iterate over product lists. 5. Create a business logic simulation (e.g., dynamic billing system). 6. Create a list of customer names and update it dynamically. 7. Use tuples to store immutable company policy settings (e.g., tax rates). 8. Use dictionaries to build a mini customer database with keys: name, ID, location.
2.	<p>Data Acquisition, Cleaning, and Preparation (6 Hrs)</p>
	<p>Data Sources and Collection Techniques</p> <ul style="list-style-type: none"> • Importing Data: Excel, CSV, APIs • Data Cleaning: Handling missing values, outliers, duplicates • Data Type Conversion and Transformation • Descriptive Statistics and Distributions • Introduction to Exploratory Data Analysis (EDA) <p>Lab: (6 Hrs)</p> <ol style="list-style-type: none"> 1. Define functions to compute KPIs (e.g., profit margin, bonus, net salary). 2. Read employee data from a CSV and write updated data to a new file after applying calculations. 3. Automate reading from and writing to text/CSV for performance reports. 4. Use NumPy arrays to store monthly sales figures. 5. Perform element-wise operations to compute profit/loss, percent growth. 6. Calculate mean, median, and standard deviation for quarterly financials. 7. Load Excel/CSV files into Pandas DataFrames. 8. Explore data using .head(), .tail(), .info(), .describe(). 9. Extract specific rows/columns, summarize statistics of product or employee data.
3.	<p>Data Visualization and Business Storytelling (6 Hrs)</p>
	<p>Fundamentals of Visual Analytics</p> <ul style="list-style-type: none"> • Types of Visualizations: Univariate, Bivariate, Multivariate • Tableau: Interface, Charts, Filters, Dashboards • Python Visualization Tools: Matplotlib vs. Seaborn • Geo-visualization and Interactive Dashboards • Comparative Analysis: Tableau vs. Python <p>Lab: (6 Hrs)</p> <ol style="list-style-type: none"> 1. Detect and remove null values and duplicates in a retail dataset. 2. Replace missing values with mean/median or custom rules 3. Convert data types (e.g., string to datetime), and rename columns for consistency. 4. Filter customer records based on region, age, or purchase value.

	<p>5. Use <code>groupby()</code> and <code>agg()</code> to analyze total sales by region or product category.</p> <p>6. Create pivot-style summaries for executive reporting.</p> <p>7. Create bar charts for sales by region, histograms for customer ages</p> <p>8. Draw boxplots for revenue distribution across stores.</p> <p>9. Create scatter plots showing the relationship between advertisement budget and sales.</p>
4.	<p>Statistical Analysis and Predictive Modeling (6 Hrs)</p> <p>Basics of Statistical Inference</p> <ul style="list-style-type: none"> • Correlation Analysis: Pearson vs. Spearman • Simple & Multiple Linear Regression • Model Performance Metrics: R^2, RMSE, MAE • Hypothesis Testing in Business Scenarios <p>Lab: (6 Hrs)</p> <ol style="list-style-type: none"> 1. Use heat maps to show correlation among KPIs. 2. Plot line charts for daily/monthly revenue using datetime data. 3. Use pair plots to examine relationships across 4–5 business features (e.g., sales, profit, footfall). 4. Calculate Pearson and Spearman correlation between variables (e.g., age vs. spending). 5. Fit a linear regression model to predict sales from advertising budget and number of salespeople. 6. Interpret coefficients, R^2 score, and RMSE to evaluate the model.
5.	<p>Business Applications and Capstone Project (6 Hrs)</p> <p>Domain Applications: Retail, Telecom, BFSI, Healthcare</p> <ul style="list-style-type: none"> • Specialized Use Cases: <ul style="list-style-type: none"> ○ 1. Social Media Analytics ○ 2. Churn Prediction ○ 3. Fraud Detection ○ 4. Recommendation Systems • Final Integration: CRISP-DM Revisited • Ethical and Responsible AI/Analytics • Industry Expectations & Career Roles <p>Lab: (6 Hrs)</p> <ol style="list-style-type: none"> 1. Select a domain-specific dataset (e.g., sales, HR, e-commerce, finance). 2. Perform full pipeline: data cleaning → EDA → visualization → modeling. 3. Build at least one regression or classification model. 4. Present findings in a written report and/or dashboard (e.g., using matplotlib/Tableau).

Text Books:

Unit	Unit Details
1	Jeffrey D. Camm, Cochran, et.al, Essentials of Business Analytics, Cengage Learning
2	Learning Data Science: Programming and Statistics Fundamentals Using Python, Sam Lau, Deborah Nolan, and

	Joseph Gonzalez, O'Reilly Media, Inc., Year: 2023
3	McKinney, W. (2012). <i>Python for data analysis: Data wrangling with Pandas, NumPy, and IPython</i> . " O'Reilly Media, Inc."

References:

1. Sahit Raj, Business Analytics, Cengage Learning
2. R N Prasad, Seema Acharya. Fundamentals of Business Analytics, Wiley
3. Hodeghatta, U. R., & Nayak, U. (2023). *Practical Business Analytics Using R and Python: Solve Business Problems Using a Data-driven Approach*. Berkeley, CA, USA: Apress.

Code: MBXCBX2106

FINANCIAL MANAGEMENT

3 Credits [LTP: 3-0-0]

FINANCIAL MANAGEMENT

Semester	II	Specialization	
Course code	GC-12	Type	Multi-Discipline
Credit	3	Pattern (L:T:P)	3:0:0
Course Title	Financial Management	No. Hours	45

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO – 01	REMEMBERING & UNDERSTANDING	Recall fundamental concepts, objectives, and the scope of finance, and identify the key functions of financial management in business decision-making. Explain the meaning, scope, and objectives of financial management and understand the role of finance in decision-making and overall business strategy.
CO – 02	APPLYING	Apply various financial analysis tools to interpret and compare financial statements for assessing organizational performance and economic health.
CO – 03	APPLYING	Prepare and interpret fund flow and cash flow statements to evaluate the sources and uses of funds and the firm's cash liquidity.
CO – 04	ANALYZING	Analyze the impact of cost of capital and leverage on financial structure and profitability to support financing decisions.
CO – 05	EVALUATING	Evaluate investment proposals using capital budgeting techniques for making long-term financial decisions under risk and return considerations.

COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	1	1	2	-	-	1	-	-	2	-	-	-	1
CO 2	2	-	-	1	1	-	2	-	1	1	1	2	-
CO 3	-	3	1	-	-	1	-	1	-	-	-	-	2
CO 4	-	-	-	-	1	-	2	-	1	-	2	-	-
CO 5	1	-	-	1	1	-	-	1	-	1	-	1	-

Syllabus:

Unit	Unit Details
1.	Introduction to Finance: (Total Hours 3+2 hrs)
	Introduction to Finance, Meaning and Definition of Financial Management, Objectives of Financial Management, Management- (Profit Maximization and Wealth Maximization), Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision), Finance and its relation to other disciplines, Functions of a Finance Manager
2.	Techniques of Financial Statement Analysis - 1: (Total Hours 8+2 hrs)
	Introduction, Objectives of financial statement analysis, various techniques of analysis viz Common Size Statements, Comparative Statements, Trend Analysis, Ratio Analysis
3.	Techniques of Financial Statement Analysis - II: (Total Hours 10+2 hrs)
	Fund Flow Statement - Meaning, Objectives, Importance, Drawbacks, Schedule of changes in working Capital, Fund from operation Account, Funds flow statement Cash Flow Statement - Introduction, Difference between Fund Flow Statement and Cash Flow Statement, Cash Flows from Operating Activities, Cash Flows from Investing Activities, Calculation of Cash Flows from Financing Activities, net increase/decrease in cash and cash equivalents, Preparation of Cash Flow Statement (Indirect method only)
4.	Cost of Capital and Leverage Analysis: (Total Hours 7+2 hrs)
	Meaning and Factors affecting Capital Structure, Different sources of finance. Concept and measurement of Cost of Capital (measurement of Specific Cost and WACC), Trading on Equity, Concept of Leverage, and its types.
5.	Capital Budgeting: (Total Hours 7+2 hrs)
	Meaning, Definition of Capital Budgeting, Time value of money. Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR

Textbook(s):

Unit	Unit Details
1	Financial Management, Shashi K. Gupta and R.K. Sharma (Kalyani Publication)
2	Basics of Financial Management, V.K. Saxena and C. D. Vashist (Sultan Chand & Sons)

3	Financial Management, A Contemporary Approach, Rajesh Kothari (SAGE)
4	Financial Management, Dr. Mahesh Abale & Dr. Shriprakash Soni (Himalaya Publishing House Pvt. Ltd.)
5	Working Capital Management, Theory and Practice, Dr. P. Periasamy (Himalaya Publishing House)
6	Financial Management, I M Pandey (Vikas Publishing House Pvt. Ltd)
7	Fundamentals of Financial Management, A. P. Rao (Everest Publishing House)
8	Advanced Financial Management, N.M. Vechalekar

Suggested Reference Books:

1. Financial Management, Rajiv Srivastava and Anil Misra (OXFORD University Press)
2. Financial Management, Ravi Kishore (Taxmann)
3. Financial management, V.K. Bhalla (S. Chand)
4. Financial Management, Jonathan Berk, Peter DeMarzo and Ashok Thampy (Pearson Publication)

Code: MBXCBX2107

HUMAN RESOURCE MANAGEMENT

3 Credits [LTP: 3-0-0]

HUMAN RESOURCE MANAGEMENT

Semester	II	Specialization	
Course code	GC-13	Type	Multi-Discipline
Credit	3	Pattern (L:T:P)	3:0:0
Course Title	Human Resource Management	No. Hours	45

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO – 01	REMEMBERING & UNDERSTANDING	DEFINE the role of Human Resource Functions in an Organization UNDERSTAND the emerging trends and practices in HRM.
CO – 02	APPLYING	UTILIZE the different methods of HRM in an organization

CO – 03	ANALYSING	EXAMINE the use of different HRM Practices in an organization.
CO – 04	EVALUATING	ASSESS the outcome of different HRM functions in an organization.
CO – 05	CREATING	DESIGN the HR manual and compensation policy of the organization

COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	0	1	0	1	0	1	2	0	1
CO 2	2	3	0	0	1	0	1	0	0	1	2	0	0
CO 3	1	2	3	0	0	1	0	1	1	1	2	1	1
CO 4	0	1	2	3	0	0	0	1	1	1	2	1	0
CO 5	1	2	0	0	2	0	1	0	0	1	2	1	0

Syllabus:

Unit	Unit Details
1.	Human Resource Management: (Total Hours 6+2 hrs) Concept and Challenges - Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, Policies and Practices of HRM, Functions of HRM, Challenges of HRM.
2.	Human Resource Planning: (Total Hours 7+2 hrs) Human Resource Planning: Definition, Objectives, Need and Importance, HRP Process, Barriers to HRP. Job Analysis Process – Contents of Job Description & Job Specification, Job design, Factors affecting Job design, Job enrichment Vs job enlargement.
3.	Recruitment and Retention: (Total Hours 7+2 hrs) Recruitment Introduction, Sources of Recruitment, Difference between recruitment and selection. Applying IKS principles to recruitment, Process- Recruitment and Selection, concept- Induction and Orientation. Career Planning- Process of career planning, Succession Planning- Process of succession planning, Transfer and Promotion. Retention of Employees: Importance of retention, strategies of retention.
4.	Managing Employee Performance and Training: (Total Hours 8+2 hrs) Performance Appraisal & Performance Management –Definition, Objectives, Importance, Applying IKS principles to Performance and rewards, Appraisal Process and Appraisal Methods. Training and Development - Definition – Scope, Role of Training in an Organization, Objectives, Applying IKS principles to Training, Training and Development Process, Training Need Assessment, Types of training, Difference between training and development, E-Learning. Benefits of training, Evaluation of Training Effectiveness: Kirkpatrick model.
5.	Compensation Management: (Total Hours 7+2 hrs)

<p>Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation. Components of salary. Incentives and Benefits – Financial & Nonfinancial Incentives, Fringe Benefits. Employees Separation - Retirement, Termination, VRS, Suspension. Concept- Grievance and grievance redressal procedure</p>

Textbook(s):

Unit	Unit Details
1	Human Resource Management, Dr. S.S. Khanka, Sultan Chanda, Delhi.
2	Human Resource Management, Deepak Bhattacharya, Sage Publishing Ltd.
3	Human Resource Management, Arun Monppa, Tata McGraw-Hill Publishing Company
4	Human Resource Management, Mirza & Zaiyaddin
5	Human Resource Management, Dr. P. C. Pardeshi, Niramli Publication.
6	Human Resource Management, R.S. Dwiwedi, Vikas Publishing House.
7	Human Resource Management, R.S. Dwiwedi, Vikas Publishing House.
8	Human Resource Management, C.B. Mamoria, Himalaya Publishing House
9	Human Resource Management, Gary Dessler, Dorling Kindersley Pvt Ltd
10	Human Resource Management: Text and Cases, K Aswathappa, Tata McGraw-Hill Publishing Company.
11	Performance Appraisal and Management, Himalaya Publishing House.

Suggested Reference Books:

1. Human Resource Management in Organizations, Izabela Robinson, Jaico Publishing House.
2. Armstrong's Essential Human Resource Management Practice - A guide to people management, Michael Armstrong, Kogan Page.
3. Applied Psychology in Human Resource Management, Cascio & Aguinis, PHI.

Semester	II	Specialization	
Course code	GE-04	Type	Ability Enhancement
Credit	1	Pattern (L:T:P)	1:0:2
Course Title	Employability Skills for Managers	No. of Hours	45

Course Outcomes:

On successful completion of the course, the learners will be able to:

CO	Cognitive Abilities	Course Outcomes
CO-01	ANALYSE	Differentiate between resumes, CVs, and video profiles, and construct professional documents and video content tailored to specific roles or industries.
CO-02	APPLY	Demonstrate verbal and non-verbal communication skills, interview etiquette, and preparation techniques to perform effectively in mock and real interviews.
CO-03	APPLY	Apply principles of emotional intelligence to make ethical decisions and analyze conflicts to resolve them using respectful and effective communication strategies.
CO-04	EVALUATE	Interpret results from psychometric assessments to gain insights into personality, aptitude, and career preferences for self-development.
CO-05	APPLY	Exhibit appropriate social mannerisms and etiquette, including verbal, digital, and situational behaviors that align with professional expectations.

CO-PO-PSO Mapping

	PO I	PO II	PO III	PO IV	PO V	PO VI	PO VII	PO VIII	PO IX	PO X	PSO I	PSO II	PSO III
CO 1	0	0	0	0	0	0	2	0	0	0	0	0	0
CO 2	2	0	0	3	0	0	0	0	2	2	2	0	2
CO 3	2	0	2	3	2	0	2	0	2	2	2	3	0
CO 4	0	2	2	0	0	0	2	0	0	2	0	2	0
CO 5	0	0	0	0	2	2	0	0	3	2	0	3	2

(3- fully met; 2- partially met; 1 – poorly met; – not met)

A. OUTLINE OF THE COURSE

Unit No.	Title of the Unit	Time required for the Unit (Hours)
1	Resume Building & CV writing	07
2	Interview Concepts	10
3	Emotional Intelligence in Decision Making and Conflict resolution	10
4	Psychometric tests	08
5	Social mannerism	10

Syllabus

Unit	Unit Details
1.	Resume Building & CV writing: (7 Hrs)
	<p>(a) Lab 1: Conceptual Framework of Unit 1 (3 Hrs)</p> <ul style="list-style-type: none"> • Resume vs. CV; one-pager CVs • Introduction to CV templates • Structure and content • Action words to be used in a CV/Resume • Importance of proofreading • Video profiles (Creation and Rules) <p>(b) Lab 2: Building resumes & one-minute video profiles of students (4 Hrs)</p> <ul style="list-style-type: none"> • The students are to bring their laptops for the activity sessions. • Shortlist templates that are impactful and easy to use for all categories of students. • All segments are to be discussed and written by the students in their respective templates, and build their CVs. • Video profiles to be given as an assignment after the theoretical class and to be discussed in the Lab session for suggestions for improvement.
2.	Interview Concepts (10 Hrs)
	<p>(a) Lab 3: Conceptual Framework of Unit 2 (2 Hrs)</p> <ul style="list-style-type: none"> • Types of interviews • Objective and purpose of interviews • Verbal/Non-Verbal communication during the interview • Dressing • Etiquette • Preparation (Content, Background (self/company/job/fit)) • Preparation (FAQ) • Checklist for interview day <p>(b) Lab 4: Mock-Interviews (8 Hrs)</p>

	<ul style="list-style-type: none"> • Student CV must be mandatorily ready before the mock interviews. • Individual mock interviews to be taken for 5-7 minutes, followed by feedback for 3-4 minutes. • Both technical and personality-centric questions are to be asked. • Technical questions can be asked based on the CV content • Feedback must include all parameters covered in the rubric sheet.
3.	Emotional Intelligence in Decision Making and Conflict Resolution (10 Hrs)
	<p>(a) Lab 5: Conceptual Framework of Unit 3 (4 Hrs)</p> <ul style="list-style-type: none"> • Concept of EI • Components of EI • Concept of decision-making • Heuristics in decision-making • Conflict management: concept and relevance • Conflict management techniques • The art of disagreeing with grace <p>(b) Lab 6: Scenario Analysis (6 Hrs)</p> <ul style="list-style-type: none"> • The instructor to shortlist scenarios highlighting emotional intelligence and its components concerning decision making and conflict resolution. • The scenarios to be shared in class one by one. • Students are to analyze the situations and catch the high and low points. • Open discussions on each situation. • Students to be encouraged to suggest alternate ways of handling the given situation.
4.	Psychometric Tests (8 Hrs)
	<p>(a) Lab 7: Conceptual Framework of Unit 4 (2 Hrs)</p> <ul style="list-style-type: none"> • Concept, relevance & significance • Training on taking tests • Types of scales • Types of statements <p>(b) Lab 8: Individual psychometric tests and outcome analysis/discussion (6 Hrs)</p> <ul style="list-style-type: none"> • The instructor to shortlist 2-3 psychometric tests. • The students are expected to understand and follow the instructions and take the tests. • The parameters under study in any given test must be discussed in detail. • Analysis can be conducted on volunteers with their consent. • Class discussion on outcomes.
5.	Social Mannerism (10 Hrs)
	<p>(a) Lab 9: Conceptual Framework of Unit 5 (4 Hrs)</p> <ul style="list-style-type: none"> • Creating first impressions • Paying and receiving compliments - genuine • Approach towards flattery

	<ul style="list-style-type: none"> • Tele-etiquettes • Elevator etiquettes • Floor etiquettes <p>(b) Lab 10: Videos on good and bad mannerisms followed by open discussions (6 Hrs)</p> <ul style="list-style-type: none"> • The instructor is to bring videos that cover appropriate and inappropriate social mannerisms. • Students to be asked to identify points of concern and note them down. • The video must not be interrupted to ensure the overall (pleasant/unpleasant) impact of behavior. • At the end of the video, open a class discussion on appropriate and inappropriate mannerisms.
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RECOMMENDED BOOKS

S.No	Books /Website links
1	Emotional Intelligence by Daniel Goleman
2	Handbook of Practical Communication Skills, Wright, Chrissie
3	Speaking and Writing for Effective Business Communication: Soundararaj, Francis
4	Reading Development and Difficulties <i>By Kate Cain</i>
5	"Difficult Conversations" by Stone, Patton & Heen
6	Personality development and soft skills, Mitra, Barun K.
7	Effective Communication Skills by Brian Tracy
8	https://www.youtube.com/watch?v=jPj0Z2lb8jg (Social Mannerism)
9	https://www.youtube.com/watch?v=OLM5V_yF9Gs (Interviews)

Lab 2 – Building resumes & one-minute video profiles of students

Criteria	Excellent (4)	Good (3)	Fair (2)	Needs Improvement (1)
Resume Content Accuracy	All sections complete, with accurate, relevant, and tailored information.	Most sections complete; minor factual or relevance issues.	Some sections are missing or contain generic/unclear information.	Incomplete; multiple irrelevant or inaccurate details.
Resume Formatting & Structure	Professionally formatted, well-organized, clean, and readable layout.	Mostly clear and consistent; minor formatting issues.	Some inconsistencies or clutter; readability is affected.	Poor formatting; disorganized or hard to follow.
Language & Grammar (Resume)	Flawless grammar, professional tone, active verbs, and no	Few grammar or tone errors; mostly	Several errors that distract slightly.	Frequent errors: language is unprofessional or

	spelling errors.	polished.		poorly edited.
Template Choice & Suitability	The template is modern, functional, and appropriate to the student's field/strengths.	The template is generally appropriate, with minor alignment issues.	The template may be outdated or poorly aligned with student goals.	The template choice is inappropriate or confusing.
Video Structure & Content	Clear intro, relevant background, skills, goals, and strong closing.	Covers most required segments; logical flow with minor omissions.	Misses key sections or lacks clarity.	Disorganized or unfocused; major content gaps.
Video Delivery & Presentation	Confident, clear, engaging tone; good pacing and body language.	Generally clear with occasional hesitations or pacing issues.	Some lack of confidence, unclear articulation, or distracting mannerisms.	Poor delivery, low energy, unclear voice, or distracting habits.
Technical Quality (Video)	Excellent lighting, framing, audio clarity, and background.	Mostly good quality; one or two minor issues.	Some issues with lighting, audio, or the setting.	Poor technical quality; hard to see/hear or inappropriate background.
Effort & Timeliness	Submitted on time with evident effort and preparation.	Submitted on time; effort is visible but rushed.	Late submission or minimal effort.	Very late or not submitted; no visible effort.

Scoring Guide:

- 28–32: Excellent – Professional-level resume and video, ready for use.
- 21–27: Good – Solid attempt; requires small improvements.
- 14–20: Fair – Basic effort; needs significant revisions.
- Below 14: Needs Improvement – Major elements missing or poorly executed.

Lab 4 – Mock-Interviews

Criteria	Excellent (4)	Good (3)	Fair (2)	Needs Improvement (1)
CV Preparedness	CV is complete, tailored, and aligns well with role/industry expectations.	CV is complete, tailored, and aligns well with role/industry expectations.	CV is complete, tailored, and aligns well with role/industry expectations.	CV is complete, tailored, and aligns well with role/industry expectations.

Technical Knowledge	Demonstrates a strong grasp of the domain; answers are clear, structured, and accurate.	Demonstrates a strong grasp of the domain; answers are clear, structured, and accurate.	Demonstrates a strong grasp of the domain; answers are clear, structured, and accurate.	Demonstrates a strong grasp of the domain; answers are clear, structured, and accurate.
Response Quality	Concise, relevant, confident answers with examples where needed.	Concise, relevant, confident answers with examples where needed.	Concise, relevant, confident answers with examples where needed.	Concise, relevant, confident answers with examples where needed.
Body Language & Eye Contact	Professional posture, consistent eye contact, and confident presence.	Professional posture, consistent eye contact, and confident presence.	Professional posture, consistent eye contact, and confident presence.	Professional posture, consistent eye contact, and confident presence.
Communication Skills	Fluent, well-articulated, clear pronunciation and tone.	Fluent, well-articulated, clear pronunciation and tone.	Fluent, well-articulated, clear pronunciation and tone.	Fluent, well-articulated, clear pronunciation and tone.
Personality & Attitude	Positive, enthusiastic, and self-aware. Shows adaptability and initiative.	Positive, enthusiastic, and self-aware. Shows adaptability and initiative.	Positive, enthusiastic, and self-aware. Shows adaptability and initiative.	Positive, enthusiastic, and self-aware. Shows adaptability and initiative.
Handling Difficult Questions	Calm, logical, and structured approach to unexpected/difficult questions.	Calm, logical, and structured approach to unexpected/difficult questions.	Calm, logical, and structured approach to unexpected/difficult questions.	Calm, logical, and structured approach to unexpected/difficult questions.
Overall Impression	Highly employable, well-prepared, and professional.	Highly employable, well-prepared, and professional.	Highly employable, well-prepared, and professional.	Highly employable, well-prepared, and professional.

Scoring Guide:

- 28–32: Outstanding – Interview-ready with high potential.
- 21–27: Strong – Good overall, needs targeted practice.
- 14–20: Developing – Needs consistent preparation.
- Below 14: Basic – Needs major improvement in multiple areas.

Lab 6 - Scenario Analysis (EI)

Criteria	Excellent (4)	Good (3)	Fair (2)	Needs Improvement (1)
Identification of Key Issues	Clearly identifies both explicit and	Identifies most relevant issues	Recognizes some issues, but misses	Fails to identify central issues.

	underlying issues in the scenario.	with minor gaps.	key points.	
Emotional Intelligence Application	Demonstrates deep understanding of EI elements (self-awareness, empathy, etc.).	Applies EI concepts with some clarity and relevance.	Limited application of EI; superficial understanding.	Shows little or no grasp of EI concepts.
Decision-Making Quality	Offers logical, balanced, and ethical decisions with clear justifications.	Provides reasonable decisions with some justification.	Decisions lack depth or clear reasoning.	Suggests poor or unrealistic decisions.
Conflict Resolution Strategies	Suggests innovative and feasible resolutions showing empathy and logic.	Provides workable resolutions, though it may lack creativity.	Basic ideas: not fully convincing or practical.	Unable to propose viable conflict resolutions.
Analysis of Highs & Lows	Accurately distinguishes emotional and situational highs and lows.	Identifies most emotional highs/lows with reasonable interpretation.	Misses some key points or overgeneralizes.	Does not recognize key emotional aspects.
Participation in Discussion	Actively contributes insightful comments and engages constructively.	Participates well, though occasionally passive.	Limited contributions or overly brief responses.	Rarely participates or derails discussion.
Alternate Suggestions	Offers multiple well-thought-out alternatives; considers various perspectives.	Provides 1–2 good alternative actions or approaches.	Offers vague or impractical alternatives.	No constructive alternatives suggested.

Scoring Guide:

- 24–28: Insightful – Excellent analytical and emotional reasoning.
- 17–23: Competent – Shows understanding with scope for deeper insight.
- 11–16: Emerging – Basic awareness, needs improvement in depth and clarity.
- Below 11: Limited – Lacks understanding of emotional and strategic elements.

Lab 8 - Individual psychometric tests and outcome analysis/discussion

Criteria	Excellent (4)	Good (3)	Fair (2)	Needs Improvement (1)
Understanding	Fully	Understands	Requires	Misunderstands or

of Test Instructions	understands and correctly follows all test guidelines.	instructions with minor clarification needed.	moderate help to follow instructions.	ignores key instructions.
Completion of Tests	Completes all selected tests thoroughly and accurately.	Completes tests with minor gaps or inaccuracies.	Incomplete or rushed test attempts.	Fails to complete or follow through on test requirements.
Grasp of Test Parameters	Clearly explains the parameters under study and their relevance.	Shows good understanding of most parameters.	Partial understanding with some misconceptions.	Cannot explain the test parameters.
Self-Reflection on Results	Thoughtful analysis of personal results; connects insights to self-awareness.	Good effort in relating outcomes to personal understanding.	Limited or superficial reflection on test results.	Lacks reflection or fails to engage with personal outcomes.
Class Participation in Discussions	Actively and constructively engages in group analysis and discussion.	Participates with relevant contributions.	Limited or hesitant participation.	Rarely or never engages in class discussion.
Ethical Consideration & Respect	Always respects others' privacy and opinions; seeks consent respectfully.	Mostly respectful and ethical in sharing and discussing.	Needs reminders about respecting boundaries.	Violates confidentiality or shows lack of respect during discussion.
Application of Learnings	Connects test findings to future growth or behavioral strategies.	Makes some meaningful connections to development.	Few or unclear connections to practical applications.	No application of insights shown.

Scoring Guide:

- 25–28: Highly Insightful – Strong analytical, ethical, and participatory engagement.
- 18–24: Competent – Good effort with potential for deeper application.
- 12–17: Developing – Needs improvement in clarity and reflection.
- Below 12: Limited – Minimal understanding or engagement.

Lab 10 - Videos on good and bad mannerisms followed by open discussions

Criteria	Excellent (4)	Good (3)	Fair (2)	Needs Improvement (1)

Observation & Notetaking	Identifies all key behaviors and takes thorough notes.	Note the most important mannerisms with minor omissions.	Notes some mannerisms but misses several important points.	Notes are unclear, inaccurate, or missing.
Identification of Mannerisms	Clearly distinguishes between appropriate and inappropriate mannerisms.	Differentiates most behaviors correctly.	Partial understanding with some confusion.	Lacks clarity or shows little understanding of the behaviors observed.
Analytical Interpretation	Insightful interpretation of behavioral impacts (positive/negative).	Provides reasonable analysis of the mannerisms.	Some analysis, but lacks depth or relevance.	Minimal or no analytical input provided.
Contribution to Discussion	Actively participates, raises thoughtful points, and engages respectfully.	Participates and adds value to the discussion.	Limited or passive participation.	Does not participate meaningfully.
Respect for the Viewing Process	Observes the video attentively without interruption or distraction.	Watches attentively with minor lapses.	Occasionally distracted or not fully engaged.	Frequently distracted or disruptive during the video.
Application of Insights	Applies learnings to personal or professional contexts with clear examples.	Mentions possible applications or improvements.	Vague or general reference to applications.	No connection made to real-life application.

Scoring Guide:

- 22–24: Excellent Engagement – Deep understanding and strong contribution.
- 17–21: Good – Demonstrates grasp of key concepts with room for more depth.
- 12–16: Developing – Partial understanding; needs more active engagement.
- Below 12: Limited – Minimal effort or comprehension shown.

Code: MBXCBX2108

BUSINESS KNOWLEDGE-I

1 Credits [LTP: 1-0-0]

Business Knowledge - I

Semester	II	Specialization	
Course code	GE - 07	Type	Ability Enhancement

Credit	1	Pattern (L:T:P)	1:0:0
Course Title	Business Knowledge - I	No. of Hours	15

Course Objectives:

1. Trace major milestones in India's business history and explain their contemporary relevance.
2. Analyse how political institutions and social change influence business decisions and outcomes.
3. Interpret headline macro-economic indicators and policy instruments that steer India's growth path.
4. Evaluate the sectoral composition of the economy and identify policy-business interdependencies.
5. Assess India's external trade performance and emerging geo-economic shifts that matter for managers.

Course Outcomes:

On successful completion of the course, the learner will be able to:

CO	Cognitive Abilities	Course Outcomes
CO-01	UNDERSTAND	Summarise key phases of India's business evolution from pre-colonial times to liberalisation.
CO-02	UNDERSTAND	Describe the structure of Indian political institutions and relate them to business regulation.
CO-03	APPLY	Use GDP, inflation, BoP and poverty data to draw basic inferences about business prospects.
CO-04	ANALYZE	Compare performance and policy issues across primary, secondary and tertiary sectors.
CO-05	EVALUATE	Critically appraise India's trade strategy in light of China's rise and a post-dollar world order.

COs AND POs/PSOs Mapping

	PO 01	PO 02	PO 03	PO 04	PO 05	PO 06	PO 07	PO 08	PO 09	PO 10	PSO I	PSO II	PSO III
CO 1	3	0	3	0	1	1	0	2	2	0	2	2	1
CO 2	2	2	0	1	2	0	1	2	3	1	2	0	1
CO 3	1	0	2	1	0	2	0	0	0	0	2	2	1
CO	0	2	1	1	0	1	2	0	1	0	1	0	2

4													
CO 5	0	1	0	0	1	0	0	1	0	1	1	1	0

Syllabus:

Unit	Unit Details
1.	Introduction of India & Her Business History: (Total Hours 3+1 hrs.) Pre-British commerce; colonial impact; early post-independence challenges; socialism-to-markets pivot; landmark policy reforms.
2.	Political & Social Landscape: (Total Hours 3+1 hrs.) Legislature–Executive–Judiciary; coalition politics; social stratification & reforms; rise of the middle class; ideology–business nexus.
3.	Perspectives on Indian Economy: (Total Hours 3+1 hrs.) Planning legacy; fiscal vs. monetary policy; GDP trends; inflation & money supply; poverty & inclusion; hard vs. soft infrastructure gaps.
4.	Sectoral Composition of Indian Economy: (Total Hours 3+1 hrs.) Agriculture issues & reforms; Make-in-India/PLI; market failures & state role; LPG paradigm; current debates on privatisation.
5.	The International Trade of India: (Total Hours 3+1 hrs.) Trade composition & direction since 1947; BoP crises & reforms; recent FTAs; China–US power shift; prospects in a de-dollarising world.

Textbook(s):

Unit	Unit Details
1	Business Environment, Francis Cherunilam, Himalaya Publishing House, Bombay
2	Economic Environment of Business, Adhikary, Sultan Chand and Sons
3	Business, Government and Society, George A and Steiner G A, Macmilla
4	Economic Environment of Business, Ghosh, Vikas
5	Industrial Economy of India, Kuchhal S.C., Chaitanya Publishing House, Allahabad

Suggested Reference Books:

1. Indian Economy, Dutta R and Sundharam K.P.M, S. Chand, Delhi
2. Indian Economy, Agarwal A. N., Vikas Publishing House, Delhi
3. Indian Economy, Misra S.K. and Pury V.K., Himalaya Publishing House, New Delhi
4. Business Environment, Bedi S K, Excel Books

5. Economic Reforms in India - A Critique, Dutt Ruddar, S. Chand, New Delhi

Code: MBXCBX2202 **MODELLING WITH SPREADSHEET-II** **1 Credits [LTP: 1-0-2]**

MODELLING WITH SPREADSHEET - II

Semester	II	Specialization	
Course code	GE-05	Type	Skill Enhancement
Credit	1	Pattern (L:T:P)	1:0:2
Course Title	Modelling with Spreadsheet - II	No. Hours	45

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO – 01	APPLY	Clean and process business data using Excel and Power Query
CO – 02	ANALYZE	Create business logic and models using Excel formulas and DAX.
CO – 03	ANALYZE	Analyze and implement logical operations in spreadsheets—conditional formatting, macro recording & execution, worksheet/workbook consolidation, and various what-if analysis techniques.
CO – 04	EVALUATE	Evaluate and construct effective data visualizations and summary reports using charts, sparklines, pivot tables, and pivot charts to derive actionable insights.
CO – 05	CREATE	Create professional PowerPoint presentations by designing slides, integrating graphs, multimedia (images, audio, video), animating objects, and configuring slide shows.

COs AND POs / PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	0	1	1	0	0	0	0	0	0	0	2	1	0
CO 2	0	0	1	0	2	0	1	0	0	0	2	0	0
CO 3	1	0	0	1	0	0	0	1	1	0	0	1	0
CO 4	0	1	0	1	1	1	0	1	0	0	1	0	1
CO 5	0	1	0	1	0	1	0	0	0	0	1	1	1

Syllabus:

Unit	Unit Details
1.	Data Cleaning and Excel Functions for Busines (9 hrs)

	<ul style="list-style-type: none"> Logical & Lookup: IF, IFS, XLOOKUP, INDEX, MATCH Text & Date Functions: TEXTJOIN, TEXT, TRIM, DATEDIF, NETWORKDAYS Data Cleaning: <ul style="list-style-type: none"> Remove Duplicates, Flash Fill, Text to Columns CLEAN, SUBSTITUTE Importing from Excel, CSV, and basic databases Power BI Integration: <ul style="list-style-type: none"> Introduction to Power BI Importing data from Excel/CSV Cleaning data using Power Query Editor Hands-on: Clean and prepare messy sales data in Excel & Power BI Conclusion of the Unit
2.	Data Modeling & Business Logic (9 hrs)
	<ul style="list-style-type: none"> Named Ranges, Structured Tables, Relational tables in Excel Conditional summaries: SUMIFS, COUNTIFS, AVERAGEIFS Power BI Integration: <ul style="list-style-type: none"> Data Modeling in Power BI: Relationships (one-to-many, star schema) Calculated Columns vs Measures Basic DAX: SUM, COUNT, IF, CALCULATE, SWITCH Hands-on: Create a data model for retail sales in Excel and replicate it in Power BI Conclusion of Unit
3.	Visualization in Excel and Power BI (9 hrs)
	<ul style="list-style-type: none"> Charts in Excel: Line, Bar, Combo, Pie, Histogram, Waterfall Conditional Formatting, Sparklines, KPI visualizations Power BI Integration: <ul style="list-style-type: none"> Visual types: Cards, Maps, Slicers, Funnel, Drill-down Dashboard layout and formatting best practices Hands-on: Design interactive dashboards for a marketing campaign using both Excel & Power BI Conclusion of Unit
4.	Forecasting and Predictive Analytics (9 hrs)
	<ul style="list-style-type: none"> Descriptive Statistics: Mean, Mode, Median, Variance, Std Dev Regression & Trendlines Forecast Sheet, Moving Averages, FORECAST.LINEAR Power BI Integration: <ul style="list-style-type: none"> Time Intelligence: YTD, MTD comparisons Forecasting and analytics with DAX and visuals Hands-on: Build a forecasting model for future sales and present it interactively Conclusion of Unit.

5.	Dashboard Sharing, Optimization & Capstone	(9 hrs)
<p>Excel Dashboards: PivotTables, PivotCharts, Slicers, Timeline</p> <ul style="list-style-type: none"> • Power BI Integration: <ul style="list-style-type: none"> ○ Power BI Service: Publish reports, workspace management ○ Sharing dashboards securely ○ Row-Level Security (RLS) ○ Scheduling data refresh • Capstone Project: Build and present a full dashboard (Sales/Finance/HR) using Excel and Power BI Simulate a stakeholder meeting for presentation. • Conclusion of Unit <p>Suggested Software</p> <ul style="list-style-type: none"> • Microsoft Excel 2016+ / Excel 365 • Power BI Desktop (Free, Microsoft) <p>Reference Materials</p> <ul style="list-style-type: none"> • <i>Excel for Business Analytics</i> – Danielle Stein Fairhurst • <i>Data Analysis and Business Modeling Using Excel</i> – Wayne L. Winston • <i>Power BI Cookbook</i> – Brett Powell • Microsoft Docs: Excel Power BI 		

Code: MBXCBX2109 INTRODUCTION TO ARTIFICIAL INTELLIGENCE 1 Credits [LTP: 0-0-2]

INTRODUCTION TO ARTIFICIAL INTELLIGENCE

Semester	II	Specialization	
Course code	GE-06	Type	Value Added Course
Credit	1	Pattern (L:T:P)	0:0:2
Course Title	Introduction to Artificial Intelligence	No. of Hours	30

Course Outcomes:

On successful completion of the course, the learners will be able to:

CO	Cognitive Abilities	Course Outcomes
CO-01	ANALYSE	Differentiate between resumes, CVs, and video profiles, and construct professional documents and video content tailored to specific roles or industries.
CO-02	APPLY	Demonstrate verbal and non-verbal communication skills, interview etiquette, and preparation techniques to perform effectively in mock and real interviews.
CO-03	APPLY	Apply principles of emotional intelligence to make ethical decisions and analyze conflicts to resolve them using respectful and effective communication strategies.
CO-04	EVALUATE	Interpret results from psychometric assessments to gain insights into personality, aptitude, and career preferences for self-development.
CO-05	APPLY	Exhibit appropriate social mannerisms and etiquette, including verbal, digital, and situational behaviors that align with professional expectations.

CO-PO-PSO Mapping

	PO I	PO II	PO III	PO IV	PO V	PO VI	PO VII	PO VIII	PO IX	PO X	PSO I	PSO II	PSO III
CO 1	0	0	0	0	0	0	2	0	0	0	0	0	0
CO 2	2	0	0	3	0	0	0	0	2	2	2	0	2
CO 3	2	0	2	3	2	0	2	0	2	2	2	3	0
CO 4	0	2	2	0	0	0	2	0	0	2	0	2	0
CO 5	0	0	0	0	2	2	0	0	3	2	0	3	2

(3- fully met; 2- partially met; 1 – poorly met; – not met)

Syllabus

Unit	Unit Details
1.	Introduction to Artificial Intelligence for Business: (6)
	<p>Understanding the Foundations</p> <ul style="list-style-type: none"> • What is Artificial Intelligence (AI)? • AI vs Automation vs Analytics • Ethics in AI <p>The Building Blocks of AI</p> <ul style="list-style-type: none"> • Core Components of AI: Machine Learning, Deep Learning and Generative AI • Data: The Fuel of AI

	<p>How AI Works</p> <ul style="list-style-type: none"> • How Machines Learn: Supervised learning algorithms, Unsupervised Learning, and Reinforcement Learning • Types of Problems in AI: Regression, Classification, and Generation <p>Business Applications & Trends</p> <ul style="list-style-type: none"> • Applications of AI in Business Functions: Marketing, Finance, HR, Operations, Customer Support • Why AI is Booming Now? <p>Business Case study: How Amazon uses AI in logistics and recommendation</p>
2.	<p>Supervised Machine Learning: (6)</p>
	<p>Introduction to Data Visualization (Bar charts, Scatter plots, Line graphs)</p> <p>Data Preprocessing: Handling missing data and Outliers, Normalization</p> <p>Regression Models</p> <ul style="list-style-type: none"> • Linear Regression • Decision Tree Regressor • Lab activity: Predicting Sales Based on Advertising Spend <p>Classification Models</p> <ul style="list-style-type: none"> • Logistic Regression • Decision Tree Classification • Lab activity: Customer Sentiment Detection (Happy, Angry, Neutral) <p>Model Evaluation:</p> <ul style="list-style-type: none"> • Accuracy • MAE and MSE • Confusion Matrix <p>Business Case Study:</p> <ul style="list-style-type: none"> • Spotify's mood-based playlists use classification algorithms <p>Zillow and Housing Price Prediction using Regression</p>
3.	<p>Unsupervised Machine Learning (6)</p>
	<p>Clustering</p> <ul style="list-style-type: none"> • K-Means clustering • Cluster validation: Elbow method • Lab Activity: Customer Segmentation Demo <p>Anomaly detection</p>

	<ul style="list-style-type: none"> • Finding unusual events • Lab Activity: Fraudulent Transaction Detection Demo <p>Recommender Systems</p> <ul style="list-style-type: none"> • Collaborative Filtering • Content-based Filtering • Lab Activity: Product Recommendation Demo <p>Business Case Study:</p> <ul style="list-style-type: none"> • Airbnb uses clustering for personalized pricing and segmentation • PayPal detects fraud with anomaly detection • Netflix’s recommender system drives 80% of watched content
4.	Deep Learning (6)
	<p>Foundations of Neural Networks</p> <ul style="list-style-type: none"> • Neural Networks • Artificial Neuron • Types of Neural Networks (ANN, CNN and RNN) <p>Key Concepts</p> <ul style="list-style-type: none"> • Weights and Bias • Underfitting and Overfitting • Activation functions (Sigmoid, ReLU) • Forward propagation • Backward propagation <p>Lab activity 1: Teachable Machine – Emotion Recognition with Neural Network</p> <p>Lab activity 2: Azure Custom Vision</p> <p>Business Case Study:</p> <ul style="list-style-type: none"> • Sephora for Image recognition • Tesla for object detection
5.	Sequence Models (6)
	<p>Understanding Time Series Data</p> <ul style="list-style-type: none"> • Time series data • Examples: Stock prices, sales trends, customer visits, etc. • Trend, seasonality, noise <p>Basics of Recurrent Neural Networks (RNNs)</p>

<ul style="list-style-type: none"> • Why regular neural networks fail for sequential data • Concept of memory in RNNs • Use cases in business: chatbots, sales forecasting <p>Long Short-Term Memory Networks (LSTMs)</p> <ul style="list-style-type: none"> • Idea behind LSTM: remembering long-term patterns <p>Lab activity 1: Stock forecasting with time</p> <p>Lab activity 2: Predicting demand for a retail chain during festive seasons.</p> <p>Business Case Study:</p> <ul style="list-style-type: none"> • Starbucks' demand forecasting using LSTM during peak holidays • Google Trends forecasting search volumes using RNNs

Third Semester –

Code: MBXCBX3101	CONSUMER BEHAVIOUR	3 Credits [LTP: 3-0-0]
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CONSUMER BEHAVIOUR

Semester	III	Specialization	
Course code	SC-MF-03, SC-MH-03, SC-MA-03	Type	Major Core
Credit	3	Pattern (L:T:P)	3:0:0
Course Title	Consumer Behaviour	No. Hours	45

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO – 01	REMEMBERING & UNDERSTANDING	RECALL the factors influencing a Consumer’s purchase decision making process. OUTLINE the consumer and organizational buyer behavior process.
CO – 02	APPLYING	APPLY concepts of consumer behavior to real-world marketing

		decision making.
CO – 03	ANALYSING	ANALYZE the consumer decision-making process and the role of different determinants that affect the buying decision process.
CO – 04	EVALUATING	EXPLAIN the new trends influencing buyer behavior and their effect on the new-age Indian Consumer.
CO – 05	CREATING	DISCUSS the consumer and organizational buying behavior process for a variety of products (goods/services).

COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	1	0	0	0	0	1	1	2	0	1
CO 2	2	3	0	2	1	0	1	0	0	1	2	0	0
CO 3	2	2	3	0	0	0	0	1	0	1	2	1	0
CO 4	2	0	2	3	0	1	0	1	1	0	2	0	1
CO 5	2	0	2	3	1	1	1	1	0	1	2	1	0

Syllabus:

Unit	Unit Details
1.	Introduction to Consumer Behavior: (Total Hours 4+1 hrs)
	Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Use of Market Segmentation in Consumer Behavior, The Changing Patterns of Consumer Behavior in the context of the evolving Indian Economy, The Internet, e-commerce, and information technology and the changing consumer marketplace, New Trends in Consumer Behavior and its Applications in Marketing.
2.	Individual Determinants of Consumer Behavior: (Total Hours 11+1 hrs)
	(a) Consumer Personality – Personality, Self-concept, Overview of Personality Theories, Brand Personality, Emotions. (b) Consumer Perception - Sensation (Exposure to Stimuli), Factors that Distort Individual Perception, Overview of Price Perceptions, Perceived Product & Service Quality, and Consumer Risk Perceptions. (c) Consumer Learning, Memory and Involvement - Components of Learning, Behavioral Theory, Cognitive Learning Theory, Concept of Involvement, Dimensions of Involvement, Involvement and Types of Consumer Behavior, Overview and Application of Cognitive Response Model. (d) Consumer Attitudes - Functions of Attitude, Attitude Models, Relationship between Attitude, Beliefs, Feelings and Behavior, Learning Attitudes, Changing Attitudes, Attitude Change Strategies for marketers.

	(e) Consumer Motivation - Needs and Goals, Motivational Conflict, Defense Mechanisms, Motive Arousal, Overview of Motivational Theories, Overview of Maslow's hierarchy of needs.
3.	<u>Environmental Influences on Consumer Behavior:</u> (Total Hours 11+1 hrs)
	<p>(a) Cultural Influences on Consumer Behavior – Concept of Culture, Values, Sub-cultures, Influence of Indian Culture on Consumers, Multiplicity of Indian Cultures and their influence on consumer behavior, Cross-cultural Influences.</p> <p>(b) Social Class and Group Influences on Consumer Behavior - Concept of Social Class, Social Sub-Class, Money and Other Status Symbols, AIO classification of Lifestyle, VALS Typology, Source of Group Influences, Types & Nature of Reference Groups, Reference Group Influences and Applications, Group Norms and Behavior, Family Life Cycle Stages, Family Purchases, Family Decision-making, Purchasing Roles within family, Word-of-Mouth Communications within Groups, Opinion Leadership.</p> <p>(c) Indian Consumer: Social classes in India – Overview of old and new Socio-Economic Classes (SEC) in Urban & Rural Markets, Characteristics of BoP Consumers, Gen Z Consumers, HNI Consumers in India.</p> <p>(d) Diffusion of Innovation - Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, The Adoption Process.</p>
4.	<u>Consumer Decision Making Process:</u> (Total Hours 11+1 hrs)
	<p>(a) Problem Recognition - Types of consumer decisions, types of Problem Recognition, Utilizing problem recognition information</p> <p>(b) Search & Evaluation - Types of information, Sources of Information Search, Experience, and Credence Aspects -Marketing Implications, Situational Influences on Purchase Decisions, Nature of Situational Influence, Situational Variables</p> <p>(c) Purchasing Process - Why do people shop? Store & Non-store Purchasing Processes, Purchasing Patterns</p> <p>(d) Post-purchase Evaluation & Behavior - Consumer Satisfaction, Dissatisfaction, Customer Delight, Consumer Complaint Behavior, Post-Purchase Dissonance.</p> <p>(e) Consumer Decision Models - Types of Consumer Decisions, Nicosia Model of Consumer Decision-making, Howard-Sheth Model, Engel, Blackwell, Miniard Model</p>
5.	<u>Organizational Buying Behavior:</u> (Total Hours 3+1 hrs)
	<p>Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Involvement and Types of Organizational Buying Decisions, Factors Influencing Organizational Buyer Behavior, Organizational Buyer Decision Process, Organizational Buying Roles.</p> <p>Note: Live examples and cases to be discussed.</p>

Textbook(s):

Unit	Unit Details
1	Consumer Behavior, David L. Loudon & Albert J. Della Bitta, Tata McGraw-Hill, 4th Edition
2	Consumer Behavior, Hawkins, Mothersbaugh, Tata McGraw-Hill
3	Consumer Behavior, Batra, Kazmi, Excel Books
4	Consumer Behavior, Leon Schiffman, Leslie Kanuk, S.

	Ramesh Kumar, Pearson, 10th Edition
5	Consumer Behavior, Engel, Blackwell & Miniard
6	Consumer Behavior - An Indian perspective, Dr. S.L. Gupta, Sumitra Pal, Sultan Chand and Sons
7	Consumer Behavior - In Indian Perspective, Suja R. Nair, Himalaya Publishing House.
8	Why We Buy: The Science of Shopping, Paco Underhill, Simon and Schuster Paperbacks.

Suggested References:

1. We are like that only by Rama Bijapurkar, Penguin
2. The Marketing White Book, Business World
3. Economic Times, Business Standard, Mint, Business World. (Brand equity & Brand wagon)

Code: MBXCBX3102

MARKETING OF FINANCIAL SERVICES

2 Credits [LTP: 2-0-0]

MARKETING OF FINANCIAL SERVICES

Semester	III	Specialization	
Course code	SE-MF-03, SE-MH-03, SE-MA-03	Type	Major Core
Credit	2	Pattern (L:T:P)	2:0:0
Course Title	Marketing of Financial Services	No. of Hours	30

Course Outcomes:

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-01	REMEMBERING	RECALL and DESCRIBE the key terminology of Financial Services.
CO-02	UNDERSTANDING	DESCRIBE the various types of financial products and services.

CO-03	APPLYING	DEVELOP FAQs for each kind of financial products and services from an investment advisor's perspective.
CO-04	ANALYSING	COMPARE and CONTRAST the various types of financial products and services and ILLUSTRATE their benefits and limitations.
CO-05	EVALUATING	EVALUATE the financial products and services from an investment perspective for various kinds of investors.

COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	0	1	0	0	1	1	2	0	0
CO 2	3	0	0	2	0	1	0	0	1	1	2	0	0
CO 3	2	1	1	2	1	0	1	0	0	1	2	1	0
CO 4	2	1	3	2	1	0	0	1	1	0	2	1	1
CO 5	2	2	3	0	1	0	1	1	1	0	2	1	1

Syllabus

Unit	Unit Details
1.	Financial Market Fundamentals: Equity Markets: (5+1)
	Capital Markets, Role in the Economy, Brief History of BSE and NSE. Trade lifecycle of a financial instrument, Market Participants in the Equity markets with perspectives on the 'Buy' side and 'Sell' side, Key terminologies related to the Equity markets. Bond Markets: Introduction to bond markets, how bond markets operate? Key terminologies related to the bond markets. Regulatory aspects of the Bond Markets, Key players in the Bond Markets (such as FII, Hedge Funds, etc.) Debt Instruments: Debt instruments and their classification based on the type of issuer and basis characteristics.
2.	Mutual Funds: (5+1)
	Genesis, Definition, Products/Schemes, Mutual funds in India, Managing Mutual funds in India, SEBI's requirement of AMC, Functions of AMC, Working mechanism of AMC, Regulatory structure of Mutual funds in India.
3.	Insurance: (5+1)
	Definition, Basic principles of Insurance, Reinsurance, Life Insurance, General Insurance, Fire Insurance, Marine Insurance, Liability Insurance, Concept of Insurance Services, IRDA, Insurance Advisory Committee, Major amendments to the Insurance Act.
4.	Other Financial Services: Leasing / Hire Purchase: (5+1)
	Definition, meaning, types, process, advantages, limitations, and financial implications. Housing Finance: Major institutions involved, types, rate of interest, advantages, scenario in India. Credit Cards: Meaning, types, growth, advantages, and disadvantages, growth in India. Credit Rating Services: Origin, definition,

		including how to establish brand identity and build brand equity.
CO-02	APPLYING	IDENTIFY the Brand Marketing Strategies for Leaders, Challengers, Followers, and Niche Strategies for real-life consumers, business products, and services operating in various markets and in the digital space.
CO-03	ANALYSING	EXAMINE the key brand concepts by articulating the context of and the rationale for application for real-life consumers, business products, and services operating in various markets and in the digital space.
CO-04	EVALUATING	FORMULATE effective branding strategies for real-life consumers, business products, and services operating in various markets and in the digital space.
CO-05	CREATING	CREATE a 'Brand Equity Management system' for real-life consumer, business products and services, as well as for Reinforcing / Revitalizing /Rejuvenating failed Brands in various markets and in the digital space.

COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	0	0	0	0	1	1	2	1	0
CO 2	2	3	1	1	1	1	1	0	0	1	2	0	0
CO 3	2	2	3	1	0	0	0	1	1	0	2	1	0
CO 4	1	1	2	3	1	0	0	1	1	1	2	1	1
CO 5	2	2	2	1	1	1	2	1	0	1	2	0	1

Syllabus

Unit	Unit Details
1.	Product Management: (5)
	Product management as the basis of the marketing organization structure. Role of product manager, Product management in the consumer product industry Vs. industrial product industry. Overview of product-level marketing plans.
2.	Product Strategy: (5)
	Elements of a product strategy, Defining Competitive set, Category Attractiveness Analysis, Competitor Analysis, Customer Analysis, setting objectives, selection of strategic alternatives – increasing sales, market share, profitability, and new product failure..
3.	Brand Management and Brand Equity: (7)
	Definition of brand, Challenges in Branding, Strategic brand management process, Brand Equity Models- Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, and Customer-based Brand equity, Brand knowledge, Sources of brand equity - Brand Awareness, Brand Image. Approaches of Brand Valuation: Historical Cost, Replacement cost, Discounted cash flow, Price Premium & Brand contribution approach

4.	Planning and Implementing Brand Marketing Programs: (7)
	The Four steps of brand building, creating customer value, Identifying and establishing brand positioning, Positioning guidelines, Brand differentiation based on Human-to-Human touch, Brand Identity, Choosing brand elements to build brand equity, Options and tactics for Brand, New perspectives on marketing, Integrating marketing communication to build brand equity, Conceptualizing the leveraging process, Co-branding, Celebrity Endorsement. Brand Marketing Strategies for Leaders, Challengers, Followers, Niche Strategies.
5.	Growing and Sustaining Brand Equity: (6)
	The brand value chain, Brand audit, Designing brand tracking studies, Capturing customer mind set through quantitative and qualitative research techniques, Establishing Brand equity Management system; Brand Equity Charter, Brand Equity Report, Brand Equity Responsibilities Brand architecture, Brand hierarchy, Designing brand strategy, New products, Brand extensions- advantage and disadvantage, & Types of Brand Extensions, Reinforcing brands, Revitalizing brands, Rejuvenating failed Brands.

Suggested Text Books:

Unit	Unit Details
1	Product Management, Lehmann & Winer, TMGH
2	Product Management, S. A. Chunawalla, Himalaya Publishing House
3	Strategic Brand Management, Kevin Lane Keller, Pearson
4	Strategic Brand Management, J N Kapferer, Kogan Page
5	Brand Management, Dr. S.L. Gupta, Himalaya Publishing House
6	Brand Marketing Management, Dr. M. V. Kulkarni, Everest Publishing House

Suggested Reference Books:

1. Product Management, Dr. C. Anandan, TMGH
2. Product & Brand Management, U.C. Mathur, Excel books
3. Positioning the Battle for your mind, Al ries and Jack trout
4. Building Brand Equity, David Aaker
5. Branding Concepts & Process, Debashish Pati
6. Successful Branding, Pran K Chaudhary
7. Brand Positioning Strategies for Competitive Advantage, Subrato Sen Gupta
8. Marketing 4.0 by Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan, John Wiley & Sons

Code: MBXCBX3111

ADVANCED FINANCIAL MANAGEMENT

3 Credits [LTP: 3-0-0]

Semester	III	Specialization	
Course code	SC-MF-04	Type	Minor
Credit	3	Pattern (L:T:P)	3:0:0
Course Title	Advanced Financial Management	No. Hours	45

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO – 01	REMEMBERING & UNDERSTANDING	DESCRIBE the basic concepts in financing, investing, and profit distribution in a firm EXPLAIN theoretical concepts related to raising and use of funds and the value of the firm
CO – 02	APPLYING	CALCULATE values for making capital structure, investment, liquidity, and dividend decisions in the financial management of a firm
CO – 03	ANALYSING	ANALYZE the Leverage and PBIT EPS Analysis associated with Financial Data in the corporate
CO – 04	EVALUATING	Evaluate the key strategic financial issues that must be considered in an acquisition or merger.
CO – 05	CREATING	DESIGN an appropriate financial strategy using any one or multiple concepts/ techniques learned in this course.

COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	0	0	0	1	1	1	2	1	0
CO 2	2	3	2	0	0	0	1	0	0	1	2	1	0
CO 3	1	2	3	0	0	0	0	0	0	1	2	1	1
CO 4	1	2	3	1	1	1	0	1	1	0	2	1	0
CO 5	2	3	2	0	1	1	1	0	0	1	2	1	1

Syllabus:

Unit	Unit Details
1.	Corporate Restructuring & Corporate Valuation: (Total Hours 6+2 hrs)

	Background of restructuring and reorganization; Concept of Financial Distress; Financial Statements including Funds Flow and Cash Flow Statements; Importance of Cash Flows; Economic Value Added (EVA): Meaning, Components, Advantages & Drawbacks, Calculating EVA
2.	Capital Structure and Firm Value: (Total Hours 7+2 hrs)
	Assumptions and Definitions; Net Income Approach; Net Operating Income Approach; Traditional Position; Modigliani and Miller Position; Taxation and Capital Structure; Tradeoff; Signaling Theory; PBIT - EPS Analysis; ROI - ROE Analysis; Leverage Ratios; Guidelines for Capital Structure Planning
3.	Mergers and Acquisitions: (Total Hours 5+2 hrs)
	Types and Reasons for Mergers and Acquisitions. Legal Procedures for Mergers and Acquisitions: Forms of Compensation. Anti-takeover strategies, Leveraged Buyouts, Portfolio restructuring.
4.	Working Capital Management: (Total Hours 9+2 hrs)
	Determination of the level of current assets, working capital financing by banks; Cash and liquidity Management- aspects of cash management, motives for holding cash and marketable securities, Cash Management Models, Strategies for managing surplus funds; Credit Management: Objectives of trade credit, credit policies. Control and collection of accounts receivables, role of factoring in receivables management (No problems on estimation of working capital).
5.	Dividend Policy and Firm Value: (Total Hours 3+1 hrs)
	Why Firms Pay Dividends; Factors Influencing Dividend Policy; Legal and Procedural Aspects; Bonus Shares and Stock Splits; Share Buybacks and Valuation; Dividend Policies in Practice; Dividend Models: Walter's model, Gordon's model, Modigliani and Miller's Hypothesis; Models in Which Investment and Dividend Decisions are Related

Textbook(s):

Unit	Unit Details
1	Financial Management: Text and Problems by M.Y. Khan & P.K. Jain, Publisher: TMH, New Delhi.
2	Financial Management Theory & Practice by Prasanna Chandra, Publisher: TMH, New Delhi.
3	Financial Management by I M Pandey, Publisher: Vikas Publishing House, New Delhi.
4	Advanced Financial Management by Dr. Mahesh Abale & Dr. Shriprakash Soni, Himalaya Publication House
5	Financial Management by Ravi Kishore, Publisher: Taxman's Publishing House, New Delhi.
6	Financial Management by C. Paramasivan, T. Subramanian, New Age
7	Financial Management by Dr. Anil Kumar Dhagat- Wiley India

Suggested References:

1. Financial Management: Theory & Practice by Eugene F. Brigham, Michael C. Ehrhardt
2. Fundamentals of Financial Management by Van Horne, Publisher: Prentice Hall of India.

Code: MBXCBX3112 FUNDAMENTALS OF LIFE INSURANCE – PRODUCTS AND UNDERWRITING 2 Credits [LTP: 2-0-0]

FUNDAMENTALS OF LIFE INSURANCE – PRODUCTS AND UNDERWRITING

Semester	III	Specialization	
Course code	SE-MF-05	Type	Minor
Credit	2	Pattern (L:T:P)	2:0:0
Course Title	Fundamentals of Life Insurance – Products and Underwriting	No. of Hours	30

Course Outcomes:

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-01	REMEMBERING	REMEMBER all the concepts about Life Insurance covered in the course syllabus.
CO-02	UNDERSTANDING	Understand the functioning of Life Insurance, its products, and legal compliance. Applying the life insurance knowledge and skills in different scenarios.
CO-03	ANALYSING	ANALYZE the inter-relationship between Insurance & associated risk
CO-04	APPLYING	FACILITATE the compliance required for acquiring the policy and settlement of claims.
CO-05	CREATING	DESIGN the life insurance cover strategy for clients.

COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	0	0	0	0	0	0	1	2	0	0
CO 2	2	0	0	2	0	1	0	0	2	1	2	1	0
CO 3	2	0	3	0	0	1	1	1	0	1	2	0	1

CO 4	0	2	1	0	1	0	0	0	2	1	2	1	1
CO 5	2	2	2	0	1	0	2	1	0	1	2	1	0

Syllabus

Unit	Unit Details
1.	Life Insurance: (6)
	Introduction: History and evolution, Functions of Insurance, Advantages of Life Insurance, Terminologies in Life Insurance.
2.	Life Insurance Market in India: (6)
	Structure of Indian Life Insurance Market, Risks, Types of Risks and Characteristics of Insurable Risks, Perils, Hazards and Life Insurance.
3.	Life Insurance Products: (6)
	Term Insurance, Endowment Policy, Whole-Life Policy, Child Policy, Unit Linked Insurance Policy, and other relevant products.
4.	Underwriting: (6)
	Meaning of Underwriting, Underwriting Process, Underwriting Considerations, Renewals, Lapse and Claims.
5.	Regulatory Aspects and Ethics: (6)
	IRDA and its role, Ethics in the Insurance Industry, and their importance.

Suggested Text Books:

Unit	Unit Details
1	Insurance and Risk Management, P.K. Gupta, Himalaya Publishing House
2	Insurance, Principles and Practice, S.N. Mishra, S.B. Mishra, S Chand
3	Principles of Insurance Management, Neelam Gulati, Excel Books
4	Legal & Regulatory Aspects of Insurance by NIA
5	Elements of Actuarial Science by NIA
6	Insurance Business Environment & Insurance Company Operations by NIA
7	Financial Management & Insurance Accounting by NIA

Suggested Reference Books:

1. Principles of Risk Management and Insurance, George Rejda, Pearson Education
2. Risk Management and Insurance by Trieschmann

STRATEGIC HUMAN RESOURCE MANAGEMENT

Semester	III	Specialization	
Course code	SC-MH-04	Type	Minor
Credit	3	Pattern (L:T:P)	3:0:0
Course Title	Strategic Human Resource Management	No. Hours	45

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO – 01	REMEMBERING	REMEMBER the strategies adopted by HR and their implementation issues and challenges faced by the organization in national and international context.
CO – 02	UNDERSTANDING	Ability to UNDERSTAND and ARTICULATE the basic concepts of SHRM and link the HR strategies to the organizational business strategies.
CO – 03	APPLYING & ANALYSING	Ability to ANALYZE HR as an investment to the company.
CO – 04	EVALUATING	Ability to INTERPRET and EVALUATE the implementation of the HR strategies.
CO – 05	CREATING	FORMULATE and provide realistic solutions to the industry by designing innovative strategies and logical decision making.

COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	0	1	0	1	0	1	2	0	1
CO 2	2	0	0	2	1	0	0	0	0	1	2	0	0
CO 3	1	3	2	0	0	0	1	0	1	0	2	1	0
CO 4	0	1	3	1	0	0	0	1	1	0	2	1	0
CO 5	1	2	2	0	2	1	1	0	0	0	2	1	1

Syllabus:

Unit	Unit Details
1.	Introduction to Strategic Human Resource Management: (Total Hours 7+1 hrs)
	Definition and objectives of SHRM, Evolution of SHRM, Strategic Fit, Types of HR strategies, Linking HR strategies to business strategies
2.	Components of SHRM: (Total Hours 9+1 hrs)
	Human Capital management, Valuation of human resources at a strategic level, HR cost, Investments in HR, Formulation of HR strategies, Strategic HR vs traditional HR, HRM in the knowledge economy, Challenges and issues in the implementation of HR strategies in the Indian context
3.	HR Planning as a strategy: (Total Hours 8+1 hrs)
	Business Strategy & HRP, HRP process, Job Analysis, Forecasting, and analyzing HR demand (qualitative and quantitative), Supply forecasting (external and internal), Comparison of demand and supply forecasting
4.	Specific HR strategies: (Total Hours 7+1 hrs)
	Talent Management strategies, Career Planning and succession planning, Compensation and reward strategies, Employee engagement strategies
5.	Global Dimensions to HR strategy: (Total Hours 9+1 hrs)
	strategy: SHRM in international context, Global competitive advantage, Issues and challenges in SHRM, cross-cultural management- developing cross-cultural sensitivity, OCTAPACE, Global business ethics Note: 1. Case study-based approach should be emphasized 2. Numerical approach in HR planning and HR valuation should be adopted.

Textbook(s):

Unit	Unit Details
1	Strategic Human Resource Management, (Agrawal, Tanuja), Oxford University Press
2	Strategic Human Resource Management- A General Managerial Approach, (Greer, Charles P.), Pearson Publications, Second Edition
3	Strategic Human Resource Management, (Mello, Jeffrey A.), Thomson Publications, Second Edition

Suggested References:

1. Human Resource Management- Text and Cases, (Pande, Sharan; Basak, Swapnalekha), Pearson Publication
2. Global Resource Management, (Bedi, S.P.S; Kishore, Minakshi), Wisdom Publications, 2007 Edition
3. International Human Resource Management, (Dowling, Peter J.; Welch, Denise E.), 4th

Edition

Code: MBXCBX3114 **PERFORMANCE MANAGEMENT SYSTEM** **2 Credits [LTP: 2-0-0]**

PERFORMANCE MANAGEMENT SYSTEM

Semester	III	Specialization	
Course code	SE-MH-05	Type	Minor
Credit	2	Pattern (L:T:P)	2:0:0
Course Title	Performance Management System	No. of Hours	30

Course Outcomes:

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-01	REMEMBERING & UNDERSTANDING	DESCRIBE key components and applicability of theories of the Performance Management System DEMONSTRATE the communication skills required when managing achievement and underachievement.
CO-02	APPLYING	IDENTIFY factors affecting Performance Measurement
CO-03	ANALYSING	ANALYZE various tools for performance assessment
CO-04	EVALUATING	COMPARE various organizational performance management systems and best practices.
CO-05	CREATING	DESIGN a performance management process for an organization.

COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	0	0	0	0	1	1	2	1	0
CO 2	2	2	1	0	1	0	1	0	0	1	2	0	0
CO 3	1	2	3	0	0	1	0	1	0	1	2	1	1
CO 4	0	1	2	1	0	0	0	1	1	1	2	1	1

CO 5	1	2	1	1	3	1	1	1	0	1	2	1	0
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Syllabus

Unit	Unit Details
1.	Introduction and Theoretical Framework: (6)
	Dimensions of Performance, Performance Appraisal & Potential Appraisal, Methods of Performance Appraisal: Traditional, Modern Methods, Components of PMS. Performance Management: Planning Performance for Role Clarity, Accountability and Effectiveness. Goal Theory and its Application in Performance Management, Control Theory and its Application in Performance Management, and Social Cognitive Theory and its Application in Performance Management.
2.	Process of Performance Management: (6)
	: Overview and Importance of Performance Management Process, Performance Management planning process, Setting objectives - Organizational and individual performance plans - Components of Manager's performance and development plan - setting mutual expectations and performance criteria. Mid-cycle Review Process and End-cycle Review Process.
3.	Performance Measurement: (6)
	Determinants of performance measurement, performance dimensions, approaches to measuring performance, diagnosing the causes of poor performance, and choosing a performance measurement approach. Measuring results and behaviours, gathering performance information, and implementing a performance management system
4.	Performance Management & Reward Systems: (6)
	Performance-linked remuneration system, Types of Rewards, Designing Reward System, Total Reward Strategies, Characteristics of an Effective Performance Reward Plan. Performance Analysis, Performance Review Discussion, Using Performance Management Systems Data for HR Decisions, Performance Improvements and Performance Management Skills.
5.	Performance Management and Personal Development Plans: (6)
	360 degree feedback as a developmental tool, performance-linked career planning & promotion policy, Competency Mapping as a Performance Management Tool, Balanced Scorecard and its Applications, Mentoring System, Assessment Centres, role of technology in PMS, Performance Management Practices Of Different Companies (One example of a National and International Company each).

Suggested Text Books:

Unit	Unit Details
1	Performance Management: The New Realities by Michael Armstrong & Angela Baron, Jaico Publishing House, New Delhi, 2002
2	Appraising and Developing Managerial Performance by TV Rao Learning Systems Pvt. Limited, Excel Books, 2003
3	Performance Management, Systems and Strategies by Bhattacharyya, Dipak Kumar. 1/e; New Delhi: Pearson, 2011

Syllabus:

Unit	Unit Details
1.	Introduction to Machine Learning: (9 Hrs)
	Basics of Machine Learning, Categories of Machine Learning, Steps in Machine Learning, The Machine Learning process, Train and Test Data, Validation Techniques Cross-Validation).
2.	Supervised Learning: (9 Hrs)
	Linear Regression, Logistic Regression, Naïve Bayes Classifier, K-Nearest Neighbors Support Vector Machines, Decision Trees, Bagging & Boosting
3.	Unsupervised Learning: (9 Hrs)
	Clustering: Distance measures, Different clustering methods (Distance, Density, Hierarchical), Iterative distance-based clustering; Dealing with continuous, categorical values in K-Means, Dimensionality Reduction/ Feature Selection
4.	Reinforcement Learning and Deep Learning: (9 Hrs)
	Markov Decision, Monte Carlo Prediction, Artificial Neural Networks: Basic Structure of ANN, Types of ANN, Defining and Training of ANN
5.	Applications of Machine Learning: (9 Hrs)
	Sales and Marketing, Financial Services, Social Media Management, Self-Driving Cars, Fraud Detection

Text Books:

Unit	Unit Details
1	Saikat Dutt, Subramaniyam Chandramouli, Amit Kumar Das, Machine Learning, Pearson Education

References:

1. E. Alpaydin, Introduction to machine learning, 3rd edition, The MIT Press.
2. Doug Hudgeon Richard Nichol, Machine Learning for Business. Manning Publications Co.
3. Andreas C. Müller & Sarah Guido, Introduction to Machine Learning with Python, by O'Reilly Media, Inc.
4. Kevin Gurney, An introduction to neural networks. UCL Press Limited.
5. S Haykin, Neural Networks and machine learning. Pearson

Code: MBXCBX3116

BIG DATA ANALYTICS

2 Credits [LTP: 2-0-0]

BIG DATA ANALYTICS

Semester	III	Specialization	
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Course code	SE-MA-05	Type	Minor
Credit	2	Pattern (L:T:P)	2:0:0
Course Title	Big Data Analytics	No. of Hours	30

Course Objectives

By the end of this course, students will be able to:

- Understand the foundational concepts, characteristics, and business relevance of Big Data in diverse sectors such as retail, banking, and healthcare.
- Familiarize with key components of the Big Data ecosystem, including Hadoop, MapReduce, Hive, Pig, Spark, and Cloud platforms (AWS, GCP, Azure).
- Develop analytical thinking by exploring types of analytics and comparing Big Data with traditional BI systems, while appreciating new data-centric roles in organizations.
- Analyse how Big Data is integrated into various business functions, evaluate modern database systems and architectures, and interpret enterprise-scale applications.
- Apply core analytics techniques using GUI-based tools, interpret results through visual storytelling, and appreciate the role of Big Data in real-time business decision-making.

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO-01	REMEMBER	Define and recall key Big Data concepts, characteristics, and business relevance.
CO-02	UNDERSTAND	Explain the Big Data ecosystem components (Hadoop, Spark, Cloud), and interpret storage and processing models.
CO-03	APPLY	Apply analytical thinking to distinguish types of analytics and demonstrate basic data processing concepts.
CO-04	ANALYZE	Analyze how Big Data impacts business functions and evaluate different enterprise architectures and data models.
CO-05	EVALUATE	Evaluate core analytics techniques and design a simple business insight presentation using visual storytelling.

COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	1	1	1	0	1	0	1	1	2	3	1	2
CO 2	3	2	2	1	1	1	0	1	1	2	3	1	2
CO 3	2	3	2	2	1	1	0	1	1	3	3	1	2
CO 4	2	3	3	2	2	2	1	2	2	3	3	2	3
CO 5	2	2	3	3	2	2	1	2	3	3	3	3	3

Syllabus:

Unit	Unit Details
1.	Big Data Essentials & Business Relevance (6 Hrs)
	<ul style="list-style-type: none"> What is Big Data? <ul style="list-style-type: none"> 5 Vs of Big Data Types of Big Data: Structured, Semi-structured, Unstructured Business Drivers and Value of Big Data Challenges: Data Silos, Privacy, Ethics Case Studies: Big Data in Retail, Banking, Healthcare Demonstration: Using Google Trends, Kaggle, or Statista to explore large-scale data
2.	Big Data Ecosystem & Tools (6 Hrs)
	<ul style="list-style-type: none"> Introduction to Hadoop, MapReduce, Hive, Pig <ul style="list-style-type: none"> Big Data Storage (Query Workload, Sharding, Replication, CAP, ACID, BASE) Evolution to Apache Spark Cloud-based Big Data: AWS, GCP, Azure overview Elastic & Scalable Architecture Concepts Demonstration: Azure Cloud for Big Data
3.	Analytical Thinking with Big Data (6 Hrs)
	<ul style="list-style-type: none"> What is Big Data Analytics? <ul style="list-style-type: none"> Types of Analytics: Descriptive, Diagnostic, Predictive, Prescriptive Big Data vs Traditional BI/DW Role Changes: Citizen Data Scientists, Data Translators Big Data Processing (Parallel Data Processing, Distributed Data Processing, Shared-Everything/Nothing Architecture, SCV) Demonstration: Hadoop architecture using online sandbox (e.g., Cloudera Quickstart VM)
4.	“Big Data” in the Enterprise: (6 Hrs)
	<ul style="list-style-type: none"> Big Data Impact on Marketing, Finance, HR, Operations <ul style="list-style-type: none"> Modern Database Landscape: NoSQL, NewSQL Application Architectures for Big Data and Analytics: Lambda & Kappa Data Modelling for Analytics Real Time Analytics and Recommendation Systems. Case Analysis: Real-world industry problems (e.g., how Netflix uses Big Data for recommendations)
5.	Analytics Lifecycle & Techniques (6 Hrs)
	<ul style="list-style-type: none"> Analytics Lifecycle: Define, Collect, Analyze, Interpret, Report <ul style="list-style-type: none"> Core Techniques: Regression, Classification, Clustering, Sentiment Analysis, NLP (at a concept level) Importance of Data Storytelling Demonstration: Run a regression or clustering using GUI-based tools NLP Example: Use a tweet sentiment analysis demo using a web-based tool

Text Books

Unit	Unit Details
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1	Big Data Analytics: Applications In Business and Marketing, Kiran Chaudary and Mansaf Alam, CRC Press, First Edition, 2022.
2	2. Big Data Analytics: Harnessing Data for New Business Models, Soraya Sedkaoui, CRC Press, First Edition, 2022.

Reference Books

1. Spark: The Definitive Guide: Big Data Processing Made Simple, Bill (B.) Chambers, Matei (M.) Zaharia, O'Reilly Media, O'Reilly, Year: 2018
2. Hadoop Application Architectures: Designing Real-World Big Data Applications, Grover, Mark; Malaska, Ted; Seidman, Jonathan; Shapira, Gwen, O'Reilly Media, Inc., Year: 2015
3. Designing Data-Intensive Applications: The Big Ideas Behind Reliable, Scalable, and Maintainable Systems, Martin Kleppmann, O'Reilly Media, Year: 2017

Online Resources

1. <https://www.tableau.com/analytics/what-is-big-data-analytics>

Code: MBXCBX3104	STRATEGIC MANAGEMENT	3 Credits [LTP: 3-0-0]
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STRATEGIC MANAGEMENT

Semester	III	Specialization	
Course code	GC-15	Type	Multi-Discipline
Credit	3	Pattern (L:T:P)	3:0:0
Course Title	Strategic Management	No. Hours	45

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO – 01	REMEMBERING & UNDERSTANDING	DESCRIBE the basic terms and concepts in Strategic Management. EXPLAIN the various facets of Strategic Management in a real-world context.
CO – 02	APPLYING	DESCRIBE the trade-offs within and across strategy formulation, implementation, and appraisal.
CO – 03	ANALYSING	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.
CO	EVALUATING	EXPLAIN the nature of the problems and challenges confronted

- 04		by the top management team and the approaches required to function effectively as strategists.
CO - 05	CREATING	DEVELOP the capability to view the firm in its totality in the context of its environment.

COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	0	0	0	0	1	1	2	0	1
CO 2	2	3	2	1	0	0	1	0	0	1	2	1	0
CO 3	2	1	3	0	0	0	0	1	0	0	2	0	1
CO 4	0	0	3	0	2	1	0	0	1	0	0	2	0
CO 5	0	0	0	0	1	2	1	2	0	0	0	0	2

Syllabus:

Unit	Unit Details
1.	Understanding Strategy: (9 Hrs) Concept of strategy, Levels of Strategy - Corporate, Business, and Functional. Strategic Management - Meaning and Characteristics. Distinction between strategy and tactics, Strategic Management Process, Stakeholders in business, Roles of stakeholders in strategic management. Strategic Intent – Meaning, Hierarchy, Attributes, Concept of Vision & Mission - Process of envisioning, Difference between vision & mission. Characteristics of good mission statements. Business definition using Abell's three dimensions. Objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA). Components of a strategic plan, Analyzing Company's External Environment: Environmental appraisal, Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP). Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers.
2.	Analyzing Company's Internal Environment: (9 Hrs) Resource-based view of a firm. Analyzing Company's Resources and Competitive Position - meaning, types & sources of competitive advantage, competitive parity & competitive disadvantage. VRIO Framework, Core Competence, characteristics of core competencies, Distinctive competitiveness. Benchmarking is a method of comparative analysis. Value Chain Analysis Using Porter's Model: primary & secondary activities. Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging – concentrating, accumulating, complementing, conserving, recovering. Portfolio Analysis: Business Portfolio Analysis – BCG Matrix – GE 9 Cell Model
3.	Generic Competitive Strategies: (9 Hrs) Meaning of generic competitive strategies, Low cost, Differentiation, Focus –when to use which strategy. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies.
4.	Strategy Implementation: (9 Hrs) Barriers to implementation of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies. McKinsey's 7s Framework. Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy,

	organizational design for stable Vs. turbulent environment, Business Continuity Planning. Changing Structures & Processes: Reengineering & Strategy Implementation – Principles of Reengineering. Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy –Concept of Balanced Scorecard for strategy evaluation.
5.	Blue Ocean Strategy: (9 Hrs)
	Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvas & Value Curves, Four Action framework. Business Models: Meaning & components of business models, new business models for Internet Economy– E-Commerce Business Models and Strategies – Internet Strategies for Traditional Business –Virtual Value Chain. Sustainability & Strategic Management.Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.

Textbook(s):

Unit	Unit Details
1	Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill
2	Strategic Management by Ireland, Hoskisson & Hitt, Indian Edition, Cengage Learning
3	Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill
4	Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson

Suggested References:

1. Strategic Management by Dr. Yogeshwari L. Giri
2. Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition
3. Competing for the Future by Gary Hamel & C.K. Prahalad.
4. Blue Ocean Strategy by Kim & Mauborgne

Code: MBXCBX3105 OPERATIONS & SUPPLY CHAIN MANAGEMENT 3 Credits [LTP: 3-0-0]

OPERATIONS & SUPPLY CHAIN MANAGEMENT

Semester	III	Specialization	
Course code	GC-17	Type	Multi-Discipline
Credit	3	Pattern (L:T:P)	3:0:0
Course Title	Operations & Supply Chain Management	No. Hours	45

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO – 01	REMEMBERING & UNDERSTANDING	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain, and Quality Management. EXPLAIN the process characteristics and their linkages with the process-product matrix in a real-world context.
CO – 02	APPLYING	DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting.
CO – 03	ANALYSING	CALCULATE inventory levels and order quantities and MAKE USE OF various inventory classification methods.
CO – 04	EVALUATING	OUTLINE a typical Supply Chain Model for a product/service and ILLUSTRATE the linkages with Customer Issues, Logistics, and Business Issues in a real-world context.
CO – 05	CREATING	ELABORATE upon different operational issues in manufacturing and services organisations where the decision-making element is emphasized.

COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	1	1	0	0	1	1	2	1	0
CO 2	2	3	0	0	2	0	0	0	0	1	2	0	0
CO 3	2	3	3	0	0	0	2	1	0	0	2	0	0
CO 4	2	2	3	0	1	1	2	0	1	0	2	1	1
CO 5	1	2	2	2	0	0	1	1	0	1	2	0	1

Syllabus:

Unit	Unit Details
1.	Introduction to Operations and Supply Chain Management: (Total Hours 7+2 hrs) Definition, Concept, Significance, and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. Quality: Definitions from various Perspectives, Customer's view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions.
2.	Operations Processes: Process Characteristics in Operations: (Total Hours 6+2 hrs) Volume, Variety, and Flow. Types of Processes and Operations Systems - Continuous Flow systems and Intermittent Flow systems. Process Product Matrix: Job Production, Batch Production, Assembly line, Continuous Flow, Process and Product Layout. Service System Design Matrix: Design of Service Systems, Service Blueprinting.
3.	Production Planning & Control (PPC): (Total Hours 8+2 hrs)

	Role and Functions of PPC Demand Forecasting: Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for Forecasting, Accuracy of Forecast, Capacity Planning. Production Planning: Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts.
4.	Inventory Planning and Control: (Total Hours 8+2 hrs)
	Continuous and intermittent demand system, concept of inventory, need for Inventory, types of inventory - seasonal, decoupling, and cyclic, pipeline, safety - Implications for Inventory Control Methods. Inventory Costs - Concept and behavior of ordering cost, carrying cost, and shortage cost. EOQ – definition, basic EOQ Model, EOQ with discounts. Inventory control - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS. (Numericals expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order quantity Model - Periodic Review and Re-order Point.
5.	Supply Chain Management: (Total Hours 6+2 hrs)
	Supply chain concept, Generalized Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash-to-Cash Conversion. Customer Service: Supply Chain Management and customer service linkages, Availability, service reliability, perfect order, and customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, Sourcing, Pricing.

Textbook(s):

Unit	Unit Details
1	Operations Management Theory & Practice, B. Mahadevan, Pearson.
2	Operations Now - Supply Chain Profitability & Performance, Byron J. Finch, McGraw-Hill
3	Production and Operations Management, R.B. Khanna, PHI, New Delhi.
4	Production & Operations Management, S N Chary, McGraw-Hill
5	Supply Chain Management - Strategy, Planning & Operation, Sunil Chopra, Peter Meindl, D. V. Kalra, Pearson Education
6	Decoding Success – Indian Business Management Cases - Kelkar Girish, Ed. Kulkarni Abhay, Orange Books

Suggested Reference Books:

1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw-Hill.
2. Operations Management, William J. Stevenson, TMGH.
3. Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.
4. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan,

CO 4	0	3	2	0	1	0	2	0	1	0	2	1	0
CO 5	2	0	2	3	0	1	2	0	0	0	2	0	1

Syllabus:

Unit	Unit Details
1.	Being an Entrepreneur: (Total Hours 5 hrs)
	The entrepreneur, Profile analysis, behaviour and motivations, Lean Start-up, The entrepreneurial ecosystem, Entrepreneurs and strategic decisions, Sustainability of Entrepreneurship: Dilemmas of an entrepreneur for success; Handling doubts on survival of business, Struggles-Causes of failure-Product/market, financing, managerial-Resilience. Legal Fundamentals - When, how, and where to incorporate.
2.	Customer Discovery: (Total Hours 7hrs)
	Entrepreneurial Opportunity Search and Identification; Market Intelligence, Market analysis, Market research, Customer validation, developing your business model, Crafting your value proposition, Product Development, Managing the product development process, Long Tail markets, Product launch goals, Go-to- Market Strategy, The role of selling in a startup, Sales forecasting for startups, Mapping buyer response modes. Social media Promotion tools.
3.	The Financial Road Map: (Total Hours 6 hrs)
	Planning/Budgeting, Developing a financial roadmap, financial statements: the four components, How to budget for startup success, Bootstrapping and alternative sources of funding, Informal capital-Friends & Family, Role of Government in ED, various schemes - PMEGP, CGTMSE, MPDA, SFURTI. Role of MSDE; Schemes by MSDE: PMKVY, SANKALP, STAR. Crowdfunding, Venture capital, Private Equity, Financing Mix, and the Financing continuum shareholding- Cliff -Vesting schedule-Relative importance of Operational Involvement, The Pitch, Preparing for your investor presentation, Elements of the perfect investment pitch.
4.	Entrepreneurial Leadership: (Total Hours 5 hrs)
	Building and managing the founder team, Attracting and retaining the right people, The Team - Board/Governance, The role of a successful board, Different board models for different ventures, How to assemble a board of advisors, separating leadership from management, Legal Matters- Organizational form-partnership, sole proprietorship, Tax, Legal expenses, hiring the service providers. Employee management and leadership in the workforce, Recruiting, selection, and hiring, Hiring the first employee.
5.	Business Plan: (Total Hours 7 hrs)
	Need & Objectives, Target audience, Contents - Cover page and table of contents, Executive summary, Description of the current situation: Basic company information, products/services, management team, business organization, future goals, vision, and mission, Description of opportunity and market: Who are the buyers, who are the competitors, what are the competitive advantages of the company? Description of the business model, the marketing and sales strategy, Basic facts on the financials: Cash flow projection (life line), income statement (bottom line/profit and loss), balance sheet (business health/assets, liabilities, etc.), funding requirements, Risk analysis and possible exit strategies. Conclusion and appendices: Résumés, literature, technical descriptions. Executive summary. Elevator pitch, building a strong presentation, innovative methods of presenting a business plan –mind map, animated videos, etc.

Textbook(s):

Unit	Unit Details
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1	New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson
2	The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Vijaya Kumar Ivaturi, Meena Ganesh, Penguin Random House India.
3	Managing New Ventures, Anjan Raichoudhuri, Prentice-Hall of India Pvt.Ltd
4	Develop Your Idea!: Get Off to a Flying Start With Your Startup. Guided Exercises, Templates & Resources for Exploring New Business Ventures, K. N. Kukoyi
5	Managing Small Business by Longenecker, Moore, Petty, and Palich, Cengage Learning, India Edition.
6	Entrepreneurship: New Venture Creation by David H. Holt
7	The Dynamics of Entrepreneurial Development & Management by Desai, Vasant, Himalaya Publishing House, Delhi
8	Entrepreneurship and Small Business Management by Siropolis
9	Lead like an Entrepreneur by Neal Thornberry

Suggested References:

1. Fundamentals of Entrepreneurship, Nandan H, PHI
2. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition.
3. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH.
4. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, published by Praeger Perspectives.
5. Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press.
6. Entrepreneurship Development: Small Business Enterprises by Charantimath, P., Pearson.
7. A Guide to Entrepreneurship by David Otes, Jaico Books Publishing House, Delhi.
8. Indian Entrepreneurial Culture by A Gupta, New Age International.
9. Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare

Code: MBXCBX3201

PROFESSIONAL SKILLS FOR CORPORATES

1 Credits [LTP: 1-0-2]

PROFESSIONAL SKILLS FOR CORPORATES

Semester	III	Specialization	
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Course code	GE-08	Type	Ability Enhancement
Credit	1	Pattern (L:T:P)	1:0:2
Course Title	Professional Skills for Corporates	No. of Hours	45

Course Outcomes:

On successful completion of the course, the learners will be able to:

CO	Cognitive Abilities	Course Outcomes
CO-01	REMEMBER	Recall and explain key principles of effective communication, interpersonal dynamics, intrapersonal awareness, critical thinking, and workplace ethics to build a strong foundational understanding.
CO-02	APPLY	Apply communication, leadership, and time-management techniques to practical scenarios such as public speaking, teamwork, and personal development.
CO-03	ANALYZE	Analyze interpersonal interactions, problem-solving situations, and ethical dilemmas in professional contexts to identify underlying patterns, causes, and implications.
CO-04	EVALUATE	Evaluate alternative strategies in communication, decision-making, and ethical behavior using criteria such as effectiveness, appropriateness, and alignment with professional standards.
CO-05	CREATE	Design and deliver original speeches, action plans, and reflective solutions that demonstrate personal growth, critical thinking, and ethical integrity in simulated workplace environments.

CO-PO-PSO Mapping

	PO I	PO II	PO III	PO IV	PO V	PO VI	PO VII	PO VIII	PO IX	PO X	PSO I	PSO II	PSO III
CO 1	2	2	2	3	2	2	0	2	2	0	3	2	2
CO 2	0	2	0	3	2	0	2	0	2	2	2	0	0
CO 3	2	2	2	3	2	0	2	0	2	0	2	0	2
CO 4	2	0	2	0	2	2	2	0	2	2	2	0	2

CO 5	2	0	2	0	2	0	2	0	2	0	2	0	0
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(3- fully met; 2- partially met; 1 – poorly met; – not met)

A. OUTLINE OF THE COURSE

Unit No.	Title of the Unit	Time required for the Unit (Hours)
1	Public Speaking	09
2	Interpersonal Skills	09
3	Intrapersonal Skills	09
4	Critical Thinking and Problem Solving	09
5	Developing positive attitude, ethics and integrity at work	09

Syllabus

Unit	Unit Details
1.	Public Speaking (9 Hrs)
	<p>(a) Lab 1: Conceptual Framework of Unit 1 (3 Hrs)</p> <ul style="list-style-type: none"> • The E's of Public Speaking • Power of Preparation • Audience Analysis & Engagement • Dealing with stage fright • Dealing with distractions • Closure <p>(b) Lab 2: Recreating Ted Talks / Excerpts from the most popular speeches from around the world (6 Hrs)</p> <ul style="list-style-type: none"> • The activity must be announced at the beginning of the theoretical session. • Each student will be given 2-3 minutes to deliver their activity. • Each student must be asked to prepare either a popular ted-talk or an excerpt from the most popular speeches around the world. • The students must follow the rules of public speaking and deliver without any aid. • Students must be encouraged to add a natural touch to their performance.
2.	Interpersonal Skills. (9 Hrs)
	<p>(a) Lab 3: Conceptual Framework of Unit 2 (3 Hrs)</p> <ul style="list-style-type: none"> • Leadership - Roles and styles • Managing employee effectiveness, handling conflicts • Delegation of tasks, dealing with disciplinary issues • Team Skills – how to become a team player. • Successful team building, building trust

	<ul style="list-style-type: none"> • Negotiation Skills – Concept and Relevance • Styles of negotiation with examples <p>(b) Lab 4: Role plays around everyday work situations (6 Hrs)</p> <ul style="list-style-type: none"> • The instructor to design situations that put the interpersonal skills level of students at the test. • Students will be divided into groups of 6-7 students. • The instructor can share a list of situations beforehand. • Each group will get 10 minutes to enact, followed by 5 minutes of feedback. • Feedback will be both individual and group. • At the end of the role plays, all aspects of interpersonal skills must be discussed taking relevant references from the activity conducted for better insight of the students.
3.	Intrapersonal Skills (9 Hrs)
	<p>(a) Lab 5: Conceptual Framework of Unit 3 (3 Hrs)</p> <ul style="list-style-type: none"> • Goal-setting – Concept • Goal setting vs. performance • SMART Goals • Time Management – Concept & Relevance • Meeting deadlines • Dealing with procrastination • Stress Management • Good stress vs. Bad stress • Stress management techniques <p>(b) Lab 6: Identifying individual styles of managing time, stress, and goals and building an action plan towards betterment (6 Hrs)</p> <ul style="list-style-type: none"> • Students are to carry their laptops for the Lab session. • The instructor to shortlist 2-3 psychometric tests that help the students analyze their respective styles and approaches to the topics under study. • The students are expected to understand and follow the instructions and take the tests. • The parameters under study in any given test must be discussed in detail. • Analysis can be conducted on volunteers with their consent. • Class discussion on outcomes.
4.	Critical Thinking and Problem Solving. (9 Hrs)
	<p>(a) Lab 7: Conceptual Framework of Unit 4 (3 Hrs)</p> <ul style="list-style-type: none"> • Critical thinking – Concept and relevance • Steps in developing critical thinking • Critical thinking in working with others. • Problem-solving approach as a life skill. • The art of being solution-oriented. • Approaches in problem solving. <p>(b) Lab 8: Scenario analysis as a class discussion. (6 Hrs)</p> <ul style="list-style-type: none"> • The instructor to shortlist scenarios highlighting the need for a critical thinking and problem-solving approach at work.

	<ul style="list-style-type: none"> • The scenarios are to be shared in class one by one. • Students are to analyze the situations and catch the high and low points. • Open discussions on each situation. • Students to be encouraged to suggest alternate ways of handling the given situation.
5.	Developing positive attitude, ethics, and integrity at work (9 Hrs)
(a)	<p>Lab 9: Conceptual Framework of Unit 5 (3 Hrs)</p> <ul style="list-style-type: none"> • Importance of positivity and how to build it. • Building a growth mindset • Integrity - application & manifestation • Ethics – Code of conduct, whistle-blowing, ethical standards, and procedures. • The concept and pillars of governance • Idealism vs. a realistic approach
(b)	<p>Lab 10: Case analysis around governance at work (6 Hrs)</p> <ul style="list-style-type: none"> • The instructor is to bring caselets that are designed around a positive mindset and ethical work practices. • Students to be asked to identify points of concern and note them down. • Open discussions on each caselet. • Students to be encouraged to suggest alternate ways of handling the given situation.

RECOMMENDED BOOKS

S.No	Books /Website links
1	Emotional Intelligence by Daniel Goleman
2	The Art Of Critical Thinking by Christopher Hayes
3	The Power of Positive Thinking by Norman Vincent Peale
4	Speak With No Fear by Mike Acker
5	"Difficult Conversations" by Stone, Patton & Heen
6	Personality development and soft skills Mitra, Barun K.
7	https://www.youtube.com/watch?v=Ib09GqWP5rY (Interpersonal Skills)
8	https://www.youtube.com/watch?v=QVwTVM1lv1c (Critical thinking and problem solving)

Lab 2 – Recreating Ted Talks / Excerpts from the most popular speeches from around the world

Criteria	Excellent (4)	Good (3)	Fair (2)	Needs Improvement (1)
Content Understanding	Deep understanding of speech/message; well-articulated and relevant.	Good understanding; mostly accurate delivery of key points.	Partial understanding; some key ideas misrepresented or omitted.	Lacks understanding; unclear or irrelevant delivery.
Memorization	Fully memorized;	Mostly	Relies on	Heavy reliance

& Delivery	fluid and confident delivery without any aid.	memorized; minor prompts or lapses.	prompts occasionally; hesitant delivery.	on notes or inconsistent delivery.
Voice Modulation	Excellent pitch, tone, and pace; impactful and expressive voice.	Good variation in tone and pace with clear intent.	Limited modulation; monotonous at times.	Flat tone or poor articulation.
Body Language & Eye Contact	Confident posture, meaningful gestures, and consistent eye contact with the audience.	Good posture, some natural gestures, and eye contact were mostly maintained.	Limited gestures or movement; eye contact is occasional.	Distracting or closed body language; little to no eye contact.
Natural Touch & Personalization	Skillfully blends own style while preserving the essence of the original.	Attempts to personalize appropriately.	Limited originality; mostly imitative.	No natural flair; appears forced or imitative.
Time Management	Within 2–3 minutes with smooth transitions.	Slightly under/over time with coherent delivery.	Noticeably under or over time; rushed or drawn-out.	Disregards time limit; disorganized pacing.

Scoring Guide:

- 22–24: Outstanding Reproduction – Authentic, powerful, and memorable.
- 17–21: Strong Delivery – Clear and confident with good understanding.
- 12–16: Basic Effort – Needs polish and stronger connection to content.
- Below 12: Minimal Impact – Incomplete or unengaging performance.

Lab 4 – Role plays around everyday work situations (Interpersonal Skills)

Criteria	Excellent (4)	Good (3)	Fair (2)	Needs Improvement (1)
Understanding of Situation	Fully grasps the context and responds appropriately throughout the role play.	Mostly understands and addresses key elements of the situation.	Partial understanding; some confusion or unclear reactions.	Misunderstands the situation; responses are irrelevant or unrealistic.
Interpersonal Communication	Communicates clearly, respectfully, and empathetically; active listening evident.	Generally effective and respectful communication.	Communication is somewhat effective but lacks clarity or tone.	Ineffective or inappropriate communication style.

Team Coordination	Seamless interaction with team; supports others and builds on responses.	Good coordination; mostly collaborative.	Some collaboration, but limited interaction.	Poor teamwork; disjointed or dominating behavior.
Problem-Solving Ability	Thoughtful responses; offers constructive and creative solutions.	Provides reasonable and relevant suggestions.	Offers basic suggestions; may overlook key aspects.	Lacks insight; suggestions are irrelevant or missing.
Body Language & Expression	Natural gestures and confident body language, expressive and engaging.	Good use of gestures and generally confident.	Minimal body language; occasionally disengaged.	Distracted or stiff; poor engagement.
Relevance & Realism	Highly realistic enactment; mirrors real-life workplace behavior effectively.	Mostly realistic and relevant.	Some exaggeration or inconsistencies.	Unconvincing or exaggerated to the point of distraction.

Scoring Guide:

- 22–24: Excellent Role Play – Strong insight into workplace dynamics and interpersonal effectiveness.
- 17–21: Effective Role Play – Meets expectations with good collaboration and communication.
- 12–16: Developing – Some insight shown but needs more preparation or realism.
- Below 12: Basic Attempt – Role play lacks coherence or interpersonal depth.

Lab 6 - Identifying individual styles of managing time, stress, and goals and building an action plan towards betterment

Criteria	Excellent (4)	Good (3)	Fair (2)	Needs Improvement (1)
Engagement with Psychometric Tests	Completes all tests with full understanding and attention to accuracy.	Completes tests with general accuracy.	Partial effort; some responses inconsistent or incomplete.	Minimal effort; incomplete or inattentive responses.
Understanding of Personal Style	Insightful identification of strengths and weaknesses in time/stress/goal areas.	Adequate understanding of most personal patterns.	Identifies a few relevant traits but lacks depth.	Fails to demonstrate awareness or misinterprets results.

Analysis of Results	Thoughtful and structured reflection on test outcomes.	Clear reflection with some depth.	Basic analysis may overlook key takeaways.	Superficial or unclear analysis.
Class Discussion Contribution	Offers valuable insights, examples, and connects personal findings to broader context.	Shares relevant thoughts and listens actively.	Limited contribution to the discussion.	No or off-topic contribution.
Action Plan Quality	Realistic, well-structured, and goal-oriented plan with timelines and strategies.	Mostly clear plan with defined objectives.	Vague plan; objectives present but need refinement.	Lacks structure; no clear goals or follow-up steps.
Commitment to Improvement	Shows clear intent and motivation to improve personal effectiveness.	Expresses interest and some motivation to change.	Shows limited motivation.	No evidence of willingness to improve.

Scoring Guide:

- 22–24: Strong personal insight and professional planning; action-oriented and reflective.
- 17–21: Good understanding and plan; needs more structure or depth in reflection.
- 12–16: Basic engagement with room for deeper awareness or application.
- Below 12: Superficial effort; needs thorough support and guidance.

Lab 8 - Scenario analysis – Critical Thinking & Problem Solving

Criteria	Excellent (4)	Good (3)	Fair (2)	Needs Improvement (1)
Understanding the Scenario	Demonstrates a deep grasp of scenario context, identifying all key issues.	Understands most elements and identifies primary issues.	Partial understanding; misses some relevant elements.	Misinterprets or oversimplifies the scenario.
Identification of High/Low Points	Clearly distinguishes high and low points with logical justification.	Identifies most highs/lows with some rationale.	Basic identification; explanations may be unclear.	Struggles to distinguish or support key moments.
Critical Thinking	Displays strong logical reasoning; challenges assumptions; uses evidence.	Demonstrates thoughtful analysis; may lack full depth.	Limited critical perspective; mostly descriptive.	Minimal critical thinking; unreflective responses.
Problem-Solving	Suggests	Offers practical	Solutions are	Lacks constructive

Approach	innovative, realistic, and well-reasoned solutions.	solutions with some original thought.	generic or partially relevant.	input or proposes unfeasible solutions.
Participation in Discussion	Actively contributes and builds on peers' ideas respectfully.	Participates appropriately; shows attentiveness.	Limited input or only responds when prompted.	Silent or off-topic contributions.
Communication Clarity	Expresses ideas clearly, confidently, and concisely.	Mostly clear expression with minor hesitation.	Communicates with some difficulty or lacks confidence.	Unclear or ineffective communication.

Scoring Guide:

- 22–24: Excellent analytical ability; strong engagement and insight.
- 17–21: Good critical thinking; shows promise in participation and solutions.
- 12–16: Basic involvement; needs stronger reasoning and clarity.
- Below 12: Needs significant improvement in comprehension and contribution.

Lab 10 - Case analysis around governance at work

Criteria	Excellent (4)	Good (3)	Fair (2)	Needs Improvement (1)
Identification of Ethical Concerns	Identifies all relevant governance and ethical issues with insight.	Identifies most key issues; shows basic understanding of ethics.	Identifies some concerns but misses important elements.	Overlooks or misinterprets ethical issues.
Positive Mindset in Analysis	Approach the case with constructive thinking and a focus on solutions.	Generally maintains a positive outlook; solutions are well-reasoned.	Shows some positive approach but may include negative framing.	Lacks a constructive mindset or offers a pessimistic interpretation.
Alternative Approaches Suggested	Provides innovative and ethically sound alternatives with strong reasoning.	Suggests practical alternatives with reasonable justification.	Alternatives are somewhat vague or lack full feasibility.	Offers limited or impractical suggestions.
Discussion Engagement	Actively participates and contributes to a rich and respectful discussion.	Participates regularly; interacts constructively with others.	Limited input or needs prompting to contribute.	Passive or disengaged during the discussion.

Understanding of Governance Principles	Demonstrates a solid grasp of governance, accountability, and ethical frameworks.	Shows general understanding; references governance ideas effectively.	Partial understanding; some misapplication of concepts.	Weak or inaccurate grasp of governance principles.
Clarity and Structure of Communication	Communicates ideas clearly, logically, and persuasively.	Mostly clear and structured communication.	Occasional clarity issues or disorganized responses.	Unclear or poorly structured responses.

Scoring Guide:

- 22–24: Outstanding ethical insight and participation.
- 17–21: Good understanding and thoughtful contribution.
- 12–16: Basic awareness with room for improvement.
- Below 12: Needs focused development in analysis and engagement.

Code: MBXCBX3202 **BUSINESS KNOWLEDGE – II** **1 Credits [LTP: 0-0-2]**

BUSINESS KNOWLEDGE - II

Semester	III	Specialization	
Course code	GE-10	Type	Ability Enhancement Courses
Credit	1	Pattern (L:T:P)	0:0:2
Course Title	Business Knowledge - II	No. of Hours	30

Course Outcomes:

On successful completion of the course, the learners will be able to:

CO	Cognitive Abilities	Course Outcomes
CO-01	UNDERSTAND	Explain the historical development, global market structure and trade dynamics of a specific industry.
CO-02	ANALYZE	Analyse the Indian competitive landscape, regulatory policies and value-chain configuration.
CO-03	EVALUATE	Evaluate external influences on the industry using PESTEL, ESG metrics and geopolitical lenses.
CO-04	APPLY	Apply multiple strategic frameworks (Porter 5-Forces, Value Chain, VRIO, BCG/GE) to judge attractiveness and competitive position.

CO-05	CREATE	Demonstrate coherent written and oral communication by producing a publishable book-review article and delivering data-driven presentations.
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CO-PO-PSO Mapping

CO → PO/PSO	PO -1	PO -2	PO -3	PO -4	PO -5	PO -6	PO -7	PO -8	PO -9	PO -10	PSO -I	PSO -II	PSO -III	PSO -IV	PSO -V
CO 1	3	0	0	2	0	2	0	0	2	1	2	0	1	2	1
CO 2	2	3	2	0	0	0	2	0	0	1	2	0	1	0	2
CO 3	1	2	3	0	0	0	0	2	2	0	2	2	2	2	0
CO 4	0	2	2	2	1	0	1	1	0	0	2	0	1	0	2
CO 5	1	0	0	3	2	0	0	0	0	2	2	2	0	1	0

(3- fully met; 2- partially met; 1 – poorly met; – not met)

A. OUTLINE OF THE COURSE

Unit No.	Title of the Unit	Time required for the Unit (Hours)
1	Global Business Landscape	06
2	Indian Business Landscape	06
3	External & Macro Environment Scan	06
4	Strategic Industry Analysis	06
5	Comprehension & Expression	06

Syllabus

Unit	Unit Details
1.	Global Business Landscape (6 Hrs)
	<p>(a) Topics & Subtopics for Class Discussion</p> <ul style="list-style-type: none"> • Origin & evolution of the assigned industry <ul style="list-style-type: none"> ○ Technological triggers ○ Regulatory inflection points ○ Shifts in demand centres • Worldwide production hubs & supply chains • Composition: segments & key players <ul style="list-style-type: none"> ○ Market-size estimates, CAGR

	<ul style="list-style-type: none"> ○ Segment break-up & top 10 firms ○ Value-chain overview ● International trade flows, tariff regimes, FTAs, and WTO issues <ul style="list-style-type: none"> ○ Major exporters/importers ○ Tariff & non-tariff barriers ○ Role of FTAs, GSP, RTAs <p>(b) Classroom Activities for Student Groups</p> <ul style="list-style-type: none"> ● Workshop on mining UN Comtrade & Statista data ● Group builds a “Global Footprint” infographic ● 12-slide Presentation #1
2.	Indian Business Landscape (6 Hrs)
	<p>(a) Topics & Subtopics for Class Discussion</p> <ul style="list-style-type: none"> ● Historical milestones & policy triggers in India <ul style="list-style-type: none"> ○ Pre-1991 context ○ Liberalisation impact ○ Make-in-India initiatives ● Size, clusters, market shares, consumption trends <ul style="list-style-type: none"> ○ Demand segments & price points ○ Top five corporate groups ○ MSME vs. Large-cap Companies roles ● Import/Export data; customs, GST & sectoral incentives <ul style="list-style-type: none"> ○ GST slab, inverted duty issues ○ Customs & FTP incentives ○ Sectoral PLI / RoDTEP ● Domestic value-chain mapping: key public agencies <p>(b) Classroom Activities for Student Groups</p> <ul style="list-style-type: none"> ● Guest talk by industry executive ● Data-scraping exercise using RBI, DPIIT portals ● Presentation #2: “Make-in-India Scorecard”
3.	External & Macro Environment Scan (6 Hrs)
	<p>(a) Topics & Subtopics for Class Discussion</p> <ul style="list-style-type: none"> ● PESTEL: political, economic, socio-cultural, tech, environmental, legal factors <ul style="list-style-type: none"> ● Fiscal & monetary trends ● Demographic shifts, Gen-Z preferences ● Tech disruptions (AI, 5G, IoT) ● Climate-policy regime ● ESG & sustainability reporting norms (BRSR, GRI) <ul style="list-style-type: none"> ● Scope 1–3 emission hotspots ● BRSR vs. GRI vs. SASB mapping ● Green-finance incentives

	<ul style="list-style-type: none"> • Geopolitics: supply-chain re-shoring, sanctions, trade blocs <ul style="list-style-type: none"> • Sanctions, export-control regimes • China-plus-one dynamics • Critical minerals strategy <p>(b) Classroom Activities for Student Groups</p> <ul style="list-style-type: none"> • Risk-heat-map creation in teams • Debate on ESG controversies • Presentation #3: “Driving Forces & Wild Cards”
4.	Strategic Industry Analysis (6 Hrs)
	<p>(a) Topics & Subtopics for Class Discussion</p> <ul style="list-style-type: none"> • Porter Five Forces & industry profitability drivers <ul style="list-style-type: none"> • Factor identification → scoring → narrative • Value-Chain dissection & margin pools <ul style="list-style-type: none"> • Upstream → downstream cost-margin analysis • VRIO & resource-based view for representative firms <ul style="list-style-type: none"> • Resource audit → VRIO filter → advantage status • Portfolio tools: BCG & GE McKinsey matrices <ul style="list-style-type: none"> • Define axes metrics • Position SBUs/firms • Strategic moves <p>(b) Classroom Activities for Student Groups</p> <ul style="list-style-type: none"> • Hands-on breakout to score forces & build GE grid • Comparative dashboard of three listed firms • Presentation #4: “Competitive Playbook”
5.	Comprehension & Expression (6 Hrs)
	<p>(a) Topics & Subtopics for Class Discussion</p> <ul style="list-style-type: none"> • Critical reading techniques, annotation, synthesis • Elements of persuasive business writing (hook, evidence, voice) • Peer-review workshop for book-review drafts <p>(b) Classroom Activities for Student Groups</p> <ul style="list-style-type: none"> • Students choose ONE book from the curated list (e.g., “<i>The Platform Delusion</i>”, “<i>Loonshots</i>”, “<i>The Goal</i>”, “<i>The Alchemist</i>”, “<i>Who Moved my Cheese</i>”, “<i>Who will Cry when you Die</i>”, etc.) • 1000-word Review Article + 3-min oral defense

RECOMMENDED BOOKS & INDICATIVE TOOLS & RESOURCES:

S.No	Books / Websites / Databases
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1	Core Framework Texts	<ul style="list-style-type: none"> • Porter, <i>Competitive Strategy</i> (5-Forces) • Grant, <i>Contemporary Strategy Analysis</i> • Johnson, Whittington et al., <i>Exploring Strategy</i> • Barney & Hesterly, <i>Strategic Management & VRIO</i> • Cavusgil et al., <i>International Business</i> • Peng, <i>Global Business</i>
2	Global Trade, Macro & Industry Data Portals	<ul style="list-style-type: none"> • UN Comtrade & UNCTADstat • World Bank DataBank, IMF IFS • WITS / WTO Tariff Download Facility • OECD Stats, OEC (Observatory of Economic Complexity) – visual • IEA, FAOStat, ITU
3	Indian Economic & Corporate Databases	<ul style="list-style-type: none"> • CMIE ProwessIQ & CapEx • RBI – DBIE, MOSPI ASI & IIP, MeitY Open Government Data • DGFT Export-Import Data Bank, DPIIT FDI Factsheets • GSTN portal, Customs ICEGATE
4	ESG / Sustainability & Geo-political Risk Sources	<ul style="list-style-type: none"> • SEBI BRSR filings (NSE/BSE websites) & MCA XBRL • GRI Standards, SASB Materiality Finder, CDP • WEF Global Risks Report, Eurasia Group Top Risks, CSIS Briefs
5	Practitioner Insight & Outlook Reports	<ul style="list-style-type: none"> • McKinsey Global Institute, BCG Perspectives, PwC/ KPMG / Deloitte Industry Outlooks • NITI Aayog & Economic Survey of India
6	Journals & Newsfeeds	<ul style="list-style-type: none"> • <i>The Economic Times, The Economist, Financial Times, Business Standard, Mint</i> • <i>Harvard Business Review, MIT SMR</i> • <i>Economic & Political Weekly</i>

EVALUATION RUBRICS FOR EACH UNIT’S PRESENTATION:

Performance-Level Scale (applies to every dimension)

Score	Level	Generic Descriptor
4	Exemplary	Consistently exceeds graduate-level expectations; insight is original, evidence is abundant and error-free.
3	Proficient	Fully meets core expectations; analysis is accurate, well-supported; only minor lapses.
2	Satisfactory	Adequate coverage but limited depth or synthesis; several minor errors or unclear links.
1	Developing	Superficial treatment; major gaps in evidence, logic, or presentation quality.
0	Inadequate	Minimal effort or mostly incorrect/missing content; not at an acceptable MBA

	standard.
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Unit 1 - Global Business Dynamics

Dimension	Weight	Exemplary (4)	Proficient (3)	Satisfactory (2)	Developing (1)	Inadequate (0)
Scope & Accuracy of Global Data	30 %	Multi-year, multi-region data; all figures verified and cited	Mostly complete; negligible data gaps	Key metrics present but some dated / citation issues	Sparse or inconsistent data	Very limited/incorrect data
Insight into Trade Dynamics	25 %	Explains tariffs, FTAs, value-flows & strategic effects	Good coverage of most factors	Basic description: limited causal links	Lists facts without analysis	Little or no grasp of trade issues
Visual Story-telling	15 %	Maps/infographics are clear, elegant, and self-explanatory	Readable visuals; minor clutter	Serviceable but busy/small fonts	Hard to read, confusing	No visual aids or unintelligible
Coherence & Logical Flow	15 %	Seamless narrative origin → today → future	Logical; a few rough transitions	Sections loosely connected	Jumps between topics	Disorganised
Team Delivery & Q&A	15 %	Confident, timed, and persuasive; answers with evidence	Competent delivery; minor overtime	Uneven speaking relies on notes	Hesitant, evades questions	Unable to present or defend

Unit 2 - Indian Business Landscape

Dimension	Weight	Exemplary (4)	Proficient (3)	Satisfactory (2)	Developing (1)	Inadequate (0)
Depth of Indian Market Analysis	35%	Complete market size, CAGR, segment splits, top firms, cluster maps, and insights linked to demand drivers.	All major metrics covered; minor gaps or outdated figures.	Key figures present but little segmentation or driver link.	Surface-level numbers; limited interpretation.	Sparse/erroneous data.
Regulatory & Fiscal Insight	20%	Explains GST slab, customs, PLI/PLI impact; cites notifications; analyses business effect.	Rules correctly stated; limited analytical depth.	Mentions regulations but vague on impact.	Lists rules without explanation.	Wrong or missing policy content.

Use of Indigenous Data Sources	15%	Triangulates CMIE, RBI, DPIIT, PIB; sources fully cited.	Uses ≥ 2 Indian primary sources; few citation slips.	Some local data, heavy secondary re-quotes.	Relies mainly on news articles/blogs.	No indigenous data evident.
Comparative Benchmarking	15%	Benchmarks India vs. 2+ peers/time-series; interprets gaps/opportunities.	One useful benchmark; limited commentary.	Basic comparison; lacks metric depth.	Statement of difference without data.	No benchmarking.
Delivery & Visuals	15%	Polished storyboarding, clean charts, confident Q&A.	Clear slides; minor timing/flow issues.	Readable but busy visuals; uneven speaking.	Hard-to-read slides; hesitant answers.	Disorganised or unreadable; cannot defend work.

Unit 3 - External & Macro Environment Scan

Dimension	Weight	4 Exemplary	3 Proficient	2 Satisfactory	1 Developing	0 Inadequate
Comprehensive PESTEL Coverage	25%	All six factors were analysed with data trends and causal logic.	All factors touched; one factor thin.	Four factors are acceptable: descriptive.	< 4 factors or mostly lists.	Little or no PESTEL.
ESG Materiality & Metrics	20%	Identifies top ESG issues; quantifies KPIs; cites BRSR/GRI codes.	Correct issues; few quant metrics.	Lists ESG themes; minimal metrics.	Generic sustainability buzzwords.	ESG absent/misapplied.
Geopolitical Risk Assessment	20%	Maps key countries, policies, sanctions; evaluates probability & impact.	Identifies main geopolitical drivers; limited quantification.	Mentions events; weak risk analysis.	Anecdotal comments only.	No geopolitical treatment.
Synthesis & Prioritisation	20%	Heat-map ranks forces with	Prioritisation shown; rationale light.	Factors listed but not ranked.	Random list; no synthesis.	No integration.

		a clear rationale & strategy link.				
Professionalism of Discussion	15%	Balanced view, articulate, evidence-based rebuttals.	Clear delivery; minor citation lapses.	Adequate speaking relies on notes.	Reading slides, weak responses.	Unprepared

Unit 4 - Strategic Industry Analysis

Dimension	Weight	4 Exemplary	3 Proficient	2 Satisfactory	1 Developing	0 Inadequate
Porter Five-Forces Analysis	20%	Evidence-based scoring, weightings justified; strategic implications drawn.	Correct scoring; limited justification.	Basic force ratings, mostly descriptive.	Forces identified but not scored.	Misapplied or missing model.
Value-Chain & Margin Pools	20%	Detailed stage map, cost/EBITDA estimates, bottleneck insight.	Complete chain; margins approximated.	Generic chain; little financial depth.	Sketchy chain; no numbers.	Absent/inaccurate.
VRIO / Resource Assessment	15%	Compares \geq 2 firms; clear VRIO table; competitive parity vs. advantage explicit.	Correct VRIO for one firm; minor gaps.	Lists resources; unclear VRIO logic.	Misclassified resources.	No VRIO.
Portfolio Models (BCG/GE)	15%	Data-driven axes, positions justified; action arrows.	Matrix correct; limited data support.	Basic matrix; axes vague.	Diagram with wrong axes/positions.	Model absent.
Integrated Insight & Presentation	30%	A cohesive narrative unifies all	Good flow; slides clear; minor Q&A	Models shown, but weak	Fragmented story; poor design/Q&A.	Disjointed, unreadable, undefended.

Quality (30%)		models, polished visuals, and robust Q&A.	gaps.	linkage; busy slides.		
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Unit 5 - Comprehension & Expression

Dimension	Weight	4 Exemplary	3 Proficient	2 Satisfactory	1 Developing	0 Inadequate
Comprehension & Summary	20%	Precise distillation of thesis & structure; no omissions.	Accurate summary; minor nuance lost.	Key ideas captured; some gaps.	Vague overview; misinterprets parts.	Major misunderstanding/missing.
Critical Analysis & Original Insight	30%	Penetrating critique, connects to course & industry; novel viewpoint.	Sound critique; limited originality.	Adequate commentary; surface-level.	Mostly descriptive; little critique.	No critical analysis.
Structure, Style & Referencing	20%	Logical flow, engaging prose; flawless APA; similarity ≤ 5%.	Clear flow; minor style/citation slips.	Readable; several citation/grammar errors; similarity ≤ 15%.	Disorganized; many errors; similarity > 15%.	Disallowed (plagiarism or unreadable).
Practical Implications / Takeaways	15%	Actionable recommendations for managers & placement prep.	Recommendations are relevant but generic.	Limited applicability.	Token linkage to practice.	No practical insight.
Oral Defense	15%	3-min pitch crisp; confident answers; time & audience mastery.	Clear pitch; responds adequately.	Over time or monotone, basic answers.	Rambling evades questions.	Cannot articulate or defend.

Code: MBXCBX3203

SELLING & NEGOTIATIONS SKILLS LAB

1 Credits [LTP: 1-0-2]

SELLING & NEGOTIATIONS SKILLS LAB

Semester	III	Specialization	
Course code	GE-09	Type	Skill Enhancement
Credit	1	Pattern (L:T:P)	1:0:2
Course Title	Selling & Negotiations Skills Lab	No. Hours	30

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO – 01	REMEMBERING & UNDERSTANDING	DESCRIBE the various selling situations and selling types. OUTLINE the pre-sales work to be carried out by a professional salesperson.
CO – 02	APPLYING	IDENTIFY the key individuals involved in a real-world sales process for a real-world product/ service / e-product / e-service.
CO – 03	ANALYSING	FORMULATE a sales script for a real-world sales call for a product/service / e-product / e-service.
CO – 04	EVALUATING	RECONSTRUCT the pros and cons of sample real-world sales calls for a product/ service / e-product / e-service.
CO – 05	CREATING	DEVELOP a sales proposal for a real-world product/service/e-product/e-service and for a real-world selling situation.

COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	0	1	0	0	1	1	2	1	0
CO 2	2	0	0	2	1	1	0	0	1	1	2	1	0
CO 3	2	2	2	3	0	0	1	0	0	1	2	0	1
CO 4	0	2	3	1	0	0	0	1	2	1	2	2	1
CO 5	2	3	2	2	1	0	1	1	0	1	2	0	1

Syllabus:

Unit	Unit Details
1.	Basics of Selling: (Total Hours 5 hrs)

	Definition, Fundamentals & Importance of Selling. Role in the context of the organization – survival and growth. Types of Selling - Different in selling situations, New business versus service selling, Newton’s classification of sales types, McMurry & Arnold’s classification of selling types, Consumer indirect selling, Industrial selling, Missionary, Sales Team/group selling, Merchandising, Telesales, Franchise selling, International selling.
2.	Pre-Selling Work : (Total Hours 7hrs)
	Attributes of a Good Salesperson - Personality & physical characteristics, Enthusiasm, Confidence, Intelligence, Self-worth, Knowledge- product, Competition, organization, market, customer, territory; People Buy From People, Communication skills, Persuasive skills, Personal Diary, Time management, Managing Sales Documents and collaterals management. Fear Factor in Sales. Maximising Productivity in a Sales Role, Meetings and Your Time, The Telephone - Social Media & Online Data Bases as a Sales Tool, Developing Your Script, Mailers, Pre-Call Planning, Generating Appointments.
3.	Selling in Action: (Total Hours 5 hrs)
	Identifying Key Individuals – Prospecting, Influencers and Decision Makers, Talking to the Right Individuals, Making that Good First Impression, How to Win Friends and Influence People, Dale Carnegie's Six Principles of Relationship, What's In It For Me?, Honesty and Integrity.
4.	Objection handling: (Total Hours 6 hrs)
	Analyzing the Reasons for Objections, Seeing What We Can Do, Listen - Probe - Advise (L-PA), Exercise: Objection Handling, Uncovering Objections, Seven Types of Objections, Turning Objections into Selling Opportunities. Selling Techniques: Cross Selling, Up Selling, Value Added (Suggestive) Selling, Advancing Opportunity, Exceeding Customer Expectations, Giving Recognition.
5.	Sales Conversation, Negotiation & Closure: (Total Hours 7 hrs)
	Starting a Quality Prospecting Conversation, Listeners Control Conversations, Trial Closing, Creating an Opportunity: Situation vs Problem Questions, Difficulty Questions, Negative and Positive Answer Questions, Directive Questions, Rhetorical Questions. Negotiation Styles/Strategies (5), Negotiation Process, Reverse Psychology in Negotiation. Sales Proposals: How to Construct a Sales Proposal, Important Factors to Consider, Putting It All Together.
	Note: 1. The course should be delivered from a skills-building perspective. 2. Principles should be supplemented by live exercises on personal.

Textbook(s):

Unit	Unit Details
1	Selling & Sales Management, Geoffrey Lancaster & David Jobber, Macmillan India Ltd.
2	Negotiation: Communication for diverse settings, Michael L Spangle and Myra Isenhardt, Sage South Asia Edition.
3	The Sales Bible: The Ultimate Sales Resource, Jeffrey Gitomer, Wiley India
4	Legal Aspects of Business, Ravinder Kumar, Cengage Learning India
5	Elements of Mercantile Law, N.D. Kapoor, Sultan Chand & Sons
6	The Art of Closing the Sale, Brian Tracy, Pearson Education.

7	Questions are the answers: Allen Pease
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Suggested References:

1. Sales Management, Bill Donaldson, Palgrave Publications
2. You can negotiate anything, Herb Cohen
3. Managing Sales Leads, Crocker and Obermayer, American Marketing Association

Code: MBXCBX3511	ON THE JOB TRAINING	6 Credits [LTP: 2-0-0]
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On the Job Training

Semester	III	Specialization	
Course code	GC-18	Type	OJT
Credit	6	Pattern	2:0:0
Course Title	On the Job Training	Total Hours	30

Course Outcomes:

On successful completion of the course, the learners will be able to:

CO	Cognitive Abilities	Course Outcomes
CO-01	CREATING	The student will draft the Introduction section of the complete report
CO-02	CREATING	The student will learn and draft the Industry Profile and the Company profile in the aspect of the topic of his / her study
CO-03	CREATING	The student will decide the Objectives of the Study and use his knowledge of Research Methodology to decide on the RM of his / her study
CO-04	CREATING	The student will undertake Statistical Analysis of the data collected during the Internship period
CO-05	CREATING	The student will generate References and Draft the final copy of the complete Report

COs AND POs / PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	2	0	0	0	1	1	0	0	2	0	2	0	1

CO 2	0	1	0	1	2	0	2	0	0	1	0	1	2
CO 3	1	0	2	0	0	3	0	1	0	0	1	2	0
CO 4	0	1	1	2	0	2	1	0	1	0	2	0	2
CO 5	0	0	0	0	1	0	0	1	0	1	1	2	0

DETAILS OF THE PROGRAM:

Purpose & Need of OJT

The On-the-Job Training aims to bridge the gap between academic learning and practical experience. It allows students to apply theoretical knowledge in real-world settings, enhancing their understanding and skills in their respective fields.

The ever-evolving business environment requires students to be well-versed in industry practices and trends. The summer internship provides a platform for students to gain firsthand experience, understand professional work culture, and develop practical skills that are essential for their future careers.

Structure of OJT

At the end of the Second Semester, each student must undertake an On-the-Job Training (OJT) for 12 weeks. The OJT may or may not have a Functional Focus, i.e., the student may take up an OJT in his/her intended area of specialization or any other functional area of management. The student will make the following two submissions by the end of the semester:

- A research paper submitted to a Journal / Conference, with Acceptance duly received
- Summer Internship Report submitted to the Department

Submission Guidelines for the Research Paper

Each student will prepare and submit a detailed research paper to an approved Journal / Conference as per the submission schedule determined by the faculty in charge of the same. This weekly submission shall be bifurcated into various sub-sections of the final paper that must be submitted as per the schedule given by the faculty in charge.

The following is the list of the sections that must be there in the final research paper document:

Title / Front Page

Abstract

A 150-200 word summary of the research paper, clearly stating the objectives and the outcome of the paper

Introduction Section

Statement of the Problem

Purpose /Objectives of the Project

Theoretical Framework

Significance of the Project

Review of Literature

Review the existing body of knowledge available on the problem or topic

Research Gaps

Identify 4-5 research gaps based on the 'Review of Literature'

Research Objectives & Hypotheses

Convert Gaps into Objectives

State the 'Null' and 'Alternative' Hypotheses drafted to achieve the declared Objectives

Research Methodology

Describes how the study was completed/conducted, including a specific description of sample type and size, data collection procedures, tools, and other information pertinent to the study

Data Analysis & Inferences

Collecting relevant data from primary and secondary sources

Analyzing data using appropriate analytical tools and techniques

Conclusions & Recommendations

Identifying key issues, opportunities, trends, etc., based on data analysis.

Develop/propose feasible solutions or recommendations.

Limitations & Future Scope of Study

Scope for further work/improvement

References

APA 7 style formatting to be used

Annexures

Questionnaires

Data Sheets

Any other relevant documents

Submission Guidelines for the Internship Report

Each student will prepare and submit a detailed 'Summer Internship Report' to the Department as per the submission schedule determined by the faculty in charge. This 'Internship Report' should reflect the complete details of the Industry and the Company where the Internship was undertaken, along with a data-based solution for the identified problem, using secondary data.

The following is the list of the sections that must be there in the final 'Summer Internship Report' document:

Preliminary Pages

Cover Page (as per University format)

Internship Certificate

Declaration of Originality

Acknowledgements
Supervisor's Certificate
Academic Supervisor's Certificate
Executive Summary
Table of Contents

Introduction

Background & Rationale of the Internship
Objectives
Scope & Limitations of the Internship
Overview of Methodology
Structure of the Report

Industry & Company Profile

Company Overview – history, mission, ownership, milestones
 Organisational Structure – hierarchy chart, key functions
 Products / Services Portfolio
 Key Financials (last 3 FY) – revenue, profit, market share
 Industry Analysis (secondary data)
Market size & growth trends
Porter's Five Forces / PESTLE
Major competitors & positioning
Recent regulatory or technological shifts

Internship Role & Work Undertaken

Details of the work undertaken during the Internship, along with the learnings gathered should be mentioned here
Log-book should reflect this sections' heading, and the same should be added as 'Annexure'

Research Methodology & Data Sources

Specific Research Questions & Hypotheses
Secondary Data Collection Plan & Sources
Data Analysis Techniques
Ethical Considerations & Confidentiality Safeguards
Limitations of the Proposed Methodology

Secondary Data Analysis & Findings

Presentation of Data (charts, tables, infographics)
Interpretation of key metrics / trends (benchmark Vs. peers)
Discussion in light of theory / best practices
Implications for the host Company and the Industry

Observations & Learning Outcomes

Functional Learnings (Marketing, Finance, HR, Operations, etc.)

Managerial & Strategic Insights (Decision making, Leadership, Cross-functional exposure)

Skill Development (Technical tools, Communication, Time management, Teamwork)

Reflections on the Challenges faced & how they led to the Intern's growth

Recommendations & Managerial Implications

Actionable Suggestions for the Host Company

Justification of each Recommendation (Managerial Implications)

Scope for further research

References

APA 7 style formatting to be used

Annexures

Relevant documents (to be decided by the Course Instructor)

Formatting Guidelines for Both Documents (Report & Paper):

Each submitted document (weekly submission and the final paper submission) must be formatted as per the standards given below. Any deviation from the set standards may lead to rejection and resubmission of the paper/internship report.

Font

Times New Roman

Font Size

Text – 12 points

Section Headings – 14 points

Main Headings – 16 points

Line Spacing – 1.5

Text Alignment – Justified

Margins – 1 inch on all sides

Page Numbers – Bottom Right Corner

References & In-text Citations – APA 7 styl

Bifurcation of Marks for Internal Submission Evaluation

The internal evaluation (total – 60 marks) of the submission of the sections of the Report/Paper done during the Semester shall be as follows:

Head	Details of Submission		Evaluation Marks
	For Research Paper	For Internship Report	

CO 1 Evaluation	The Introduction & Review of Literature	Performance at Internship (Comprises of Joining Report, Log Book, Attendance Sheets Submissions during the Internship Duration (soft copy))	12
CO 2 Evaluation	Research Gaps, Objectives, Hypothesis & Methodology	Industry & Company Profile	12
CO 3 Evaluation	Data Analysis & Inferences	Research Methodology & Collection of Secondary Data	12
CO 4 Evaluation	Conclusion, Recommendations, Theoretical & Managerial Implications, Limitations & Future Scope of Work, References (APA Style) & Abstract	Data Analysis & Findings	12
CO 5 Evaluation	Submission to a Conference / Journal with Acceptance duly received	Recommendations & Managerial Implications	12
	Total Marks for Internal Evaluation		60

Evaluation Rubrics

Your performance during the on-the-job training will be evaluated to provide a comprehensive assessment of your growth and achievements. This evaluation is designed to ensure that you receive valuable feedback on various aspects of your internship experience. We will assess your practical application of knowledge, professional behavior, analytical skills, and your ability to effectively communicate your experiences and insights.

For Performance during Internship

The Rubrics table for evaluation of the performance during the Internship (for 12 marks of CO 1) is as follows:

Criteria	Excellent (90-100)	Good (75-89)	Satisfactory (60-74)	Needs Improvement (Below 60)
Punctuality (50%)	Submits all reports, log sheets, and attendance sheets on time	Submits most of the reports, log sheets, and attendance sheets on time	Occasionally submits the reports, log sheets, and attendance sheets on time	More than 50% of the submissions are made after the expiry of the deadline

Completeness (40%)	All the submissions are complete in all aspects	Most of the submissions being done are complete	Occasional incomplete submissions are submitted	Does not complete the submission reports for more than 60% of the time
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For Internal & End-Semester Report Submissions

The Rubrics table for evaluation of the Report (Internal – 48 marks (for CO 2-5) & End Semester – 20 marks) is as follows:

Criteria	Excellent (90-100)	Good (75-89)	Satisfactory (60-74)	Needs Improvement (Below 60)
Content Quality (30%)	Provides comprehensive and insightful content with thorough analysis	Provides good content with adequate analysis	Provides basic content with minimal analysis	Provides inadequate content with little to no analysis
Analysis and Recommendations (40%)	Offers well-reasoned and impactful recommendations based on in-depth analysis	Offers reasonable recommendations based on good analysis	Offers basic recommendations with minimal analysis	Offers poor or no recommendations with little to no analysis
Aesthetics & Formatting (30%)	Presents the Report with exceptional clarity, structure, and professionalism	Presents a report with good clarity and structure	Presents a report with basic clarity and structure	Presents a report with poor clarity and structure

For End Semester Viva Voce

The Rubrics for evaluation of End Semester Viva-Voce (for 20 marks) based on Internship work and submitted report is as follows:

Criteria	Excellent (90-100)	Good (75-89)	Satisfactory (60-74)	Needs Improvement (Below 60)
Clarity and Delivery (20%)	Communicates ideas clearly and confidently with excellent delivery	Communicates ideas clearly with good delivery	Communicates ideas with basic clarity and delivery	Struggles to communicate ideas clearly
Knowledge and Response to Questions (60%)	Demonstrates thorough understanding and responds to questions insightfully	Demonstrates good understanding and responds to questions adequately	Demonstrates basic understanding and responds to questions satisfactorily	Demonstrates limited understanding and struggles to respond to questions

Communication Skills (20%)	Demonstrates impeccable communication skills	Good communication skills with the ability to convey the message with clarity	Manages to communicate the message with some verbal and non-verbal difficulty	Fails to communicate the message in both the forms, verbal and non-verbal forms
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Fourth Semester

Code: MBXCBX4101	MARKETING STRATEGY	3 Credits [LTP: 3-0-0]
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MARKETING STRATEGY

Semester	IV	Specialization	
Course code	SC-MF-05, SC-MH-05, SC-MA-05	Type	Major Core
Credit	3	Pattern (L:T:P)	3:0:0
Course Title	Marketing Strategy	No. Hours	45

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO – 01	REMEMBERING & UNDERSTANDING	DESCRIBE various concepts of marketing strategies. EXPLAIN various marketing strategies to handle marketing circumstances
CO – 02	APPLYING	APPLY the concepts of marketing strategy to solve real-life business problems.
CO – 03	ANALYSING	DISCOVER a suitable competitive advantage useful to design market-specific and organization-specific marketing strategies.
CO – 04	EVALUATING	ESTIMATE the attractiveness of the segment to decide targeting strategy and MONITOR marketing performance using marketing matrices.
CO –	CREATING	DESIGN marketing strategies to lead the organization

05		towards sustainable growth.
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COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	0	0	0	0	1	1	2	0	0
CO 2	2	3	0	1	1	0	1	0	0	1	2	1	0
CO 3	1	2	3	0	0	1	2	1	0	1	2	0	1
CO 4	1	2	2	1	0	1	0	0	1	1	2	1	1
CO 5	1	2	1	0	1	0	2	1	0	1	2	0	1

Syllabus:

Unit	Unit Details
1.	Introduction to Marketing Strategy (Total Hours 7+2 hrs)
	Overview of marketing strategy levels: Concept, Principles, Strategic Marketing Vs Tactical Marketing, Scope of Strategy & Tactics, Integrating marketing strategy with the firm's other strategies & resources. Discovering Market Opportunities: Market Opportunity Analysis, Process of Identification, Formulation, Implementation & Control, Marketing Plans, Marketing Audit. Market Knowledge Systems: Marketing Intelligence, Marketing Databases, Marketing Data Touch Points- Significance & Application
2.	Marketing for Customer Advantage & Value Creation: (Total Hours 7+2 hrs)
	Customer Value Leadership and the business model: Generating and using customer insight to drive strategy, Integrating marketing & sales to manage customers, tools for innovating new values for customers, managing customers for experience, managing customers for profit. Strategies for innovating new values for customers: proactive, active, reactive and passive. CLV, Value Life Cycle. Targeting customers & inbound marketing, Cognitive marketing strategy, Gaining Market Position: Steal-Share Strategy, Differentiation strategy, Similarity strategy
3.	Pricing – The Ultimate Marketing Strategy (Total Hours 7+2 hrs)
	Pricing Excellence, Pricing Maturity Model, Transformational Model, Centralized Versus Decentralized Pricing Options for Pricing Organizational Designs, Pricing Capabilities: Pricing Dimensions, Pricing Myths at the Organizational Level, Emergence of Pricing Technology, competing against low-cost rivals, Pricing during recession
4.	Vibrant Scope of Marketing Strategy: (Total Hours 7+2 hrs)
	Account-Based Marketing, Data-Driven Marketing Strategy, Service Marketing Strategy, Digital Marketing Strategies, Relationship Marketing Strategies, Experiential Marketing, Inbound Marketing Strategies – Content Marketing, Multilevel Marketing, Promotion Strategy Marketing, and Offline Marketing, strategic marketing in the new normal, Market-Innovation Strategy: Pioneering New Markets (types), Defending Market Position: not taking action, repositioning the existing offerings
5.	Executing Marketing Plan: (Total Hours 7+2 hrs)
	Formulation, reformulation of marketing strategies, the control process. Preparing marketing plan for Ed-tech, Automobile, Banking & Insurance, FMCG, Food & Beverage. Presenting Marketing Plan, Marketing

decision making with reasons, Marketing Strategies to compete globally.

Textbook(s):

Unit	Unit Details
1	Strategic Marketing by A. Nag, Macmillan Publication
2	The Pricing Journey: The Organizational Transformation Toward Pricing Excellence, Stephan M. Liozu, 2015
3	Marketing Strategy by Walker, Mullins, Boyd & Larreche, McGraw-Hill/Irwin
4	Marketing Strategy and Competitive Positioning by Graham Hooley, Brigitte Nicoulaud, Nigel F. Piercy, Pearson Education, 5th Edition
5	Strategic Marketing Management- Richard Wilson & Colin Gilligan, Routledge
6	Strategic Marketing: An Introduction by Tony Proctor

Suggested References:

1. Strategic Marketing David. W. Cravens, Nigel. F. Piercy, Tata McGraw-Hill Publication
2. Marketing Strategy: A Decision-Focused Approach- John W. Mullins, By Felix Mavondo, John Gountas, Orville C. Walker; McGraw-Hill Education; 2nd Revised Edition
3. Strategic Marketing Text & Cases-S. Shajahan, Viva Books
4. Strategic Management & Marketing by Narendra Singh, Himalaya Publication
5. Strategic Marketing Management- Text & Cases by UC Mathur, Macmillan

Code: MBXCBX4102

INTERNATIONAL MARKETING

2 Credits [LTP: 2-0-0]

INTERNATIONAL MARKETING

Semester	IV	Specialization	
Course code	SE-MF-06, SE-MH-06, SE-MA-06	Type	Major Core
Credit	2	Pattern (L:T:P)	2:0:0
Course Title	International Marketing	No. of Hours	30

Course Outcomes:

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-01	REMEMBERING & UNDERSTANDING	DESCRIBE various terms and key concepts associated with International marketing. EXPLAIN various key concepts used in all aspects of international marketing.
CO-02	APPLYING	ILLUSTRATE all stages in the international marketing management process.
CO-03	ANALYSING	EXAMINE various facets of the international marketing environment and the relevant aspects of the international marketing management process from a data-driven decision perspective.
CO-04	EVALUATING	JUDGE suitability of alternative market segmentation bases, target market selection, market entry strategies, positioning strategies and international marketing mix strategies based on assessment of international marketing environment.
CO-05	CREATING	DESIGN appropriate market segmentation, target market, market entry strategies, positioning strategies and international marketing mix strategies for global business organizations.

COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	2	0	0	0	1	1	0	0	2	0	2	2	1
CO 2	0	1	0	1	2	0	2	0	0	1	0	0	1
CO 3	1	0	2	0	0	3	0	1	0	0	1	0	0
CO 4	0	1	1	2	0	2	1	0	1	0	2	1	2
CO 5	0	0	0	0	1	0	0	1	0	1	0	0	0

Syllabus

Unit	Unit Details
1.	Introduction: (5+1)
	Meaning, Nature, Scope and Importance of International Marketing; Management Orientations in the context of International Marketing EPRG Framework; Overview of International Marketing Management Process; International Marketing Environment and Its Effect on International Marketing–Economic Environment, Trade Environment, Social and Cultural Environment, Political Environment, Legal and Regulatory Environment, Demographic Environment, Natural Environment, Technological Environment.
2.	Approaching International Marketing: (5+1)
	International Marketing Information System and International Marketing Research, International Market Segmentation, Target Market Selection, International Market Entry Strategies; International Positioning Strategies.
3.	International Marketing Mix I: (5+1)

	<p>a) International Product Planning: Major Product Decisions - Product Features and Quality, Product Design, Branding, Packaging, Labeling, and Product Support Services; Product Standardization vs. Adaptation; New Product Development; IPR Issues; International Product Life Cycle; Managing Product Mix and Product Line.</p> <p>b) Pricing for International Markets: Factors affecting International Price Determination; Pricing Strategies for International Markets; Price Quotations and Terms of Sale, Delivery and Payment; Dumping; Gray Market; Transfer Pricing.</p>
4.	International Marketing Mix II: (5+1)
	<p>a) Managing International Promotion: International Promotion Mix Decisions: Advertising, Sales Promotion, Public Relations and Publicity, Personal Selling, Direct Marketing; Standardization vs. Adaptation issue; Developing International Promotion Campaign.</p> <p>b) Managing International Distribution: Designing International Distribution Channels; Management of International Distribution Channel; Distribution Channel Dynamics; International Logistics Management.</p>
5.	Managing International Marketing in the 21st Century: (5+1)
	Patterns of International Marketing Organization; Leadership; Role and Significance of Digital Marketing and International Marketing; Developing International Competitiveness; Ethics, CSR and Social Responsiveness in the Globalization Era.

Suggested Text Books:

Unit	Unit Details
1	Global Marketing Management by Keegan, Warren J. and Green, M.C., Pearson Education
2	International Marketing: Analysis and Strategy by SakOnkvisit and John Shaw, Prentice Hall of India.
3	International Marketing by Cateora, Graham and Salwan, McGraw-Hill.
4	International Marketing Management by Subhash Jain, CBS Publishers & Distributors
5	International Marketing by Rakesh Mohan Joshi, Oxford University Press
6	International Marketing by Rajgopal, Vikas Publishing House.

Suggested Reference Books:

1. International Marketing by Czinkota and Ronkainen, Cengage Learning.
2. Global Marketing Management by Kotabe and Helsen, Wiley Publication.
3. International Marketing by Terpstra Vern and Sarathy Ravi, The Dryden Press.
4. Global Marketing by Svend Hollensen, Prentice Hall.
5. International Marketing: An Indian Perspective by Varshney R. L. and Bhattacharya B., Sultan Chand and Sons.

6. International Marketing by PK Vasudeva, Excel Books.

Code: MBXCBX4103 **INTEGRATED MARKETING COMMUNICATION** **2 Credits [LTP: 2-0-0]**

INTEGRATED MARKETING COMMUNICATION

Semester	IV	Specialization	
Course code	SE-MF-07, SE-MH-07, SE-MA-07	Type	Major Core
Credit	2	Pattern (L:T:P)	2:0:0
Course Title	Integrated Marketing Communication	No. of Hours	30

Course Outcomes:

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-01	REMEMBERING & UNDERSTANDING	Describe the key concepts & components of IMC EXAMINE the role of integrated marketing communications in building brand identity, brand equity, and customer franchise.
CO-02	APPLYING	Apply the integrated marketing communications tools in contemporary real-world scenarios.
CO-03	ANALYSING	ANALYZE and critically evaluate the communication effects and the results of an IMC campaign to determine its success for a variety of brands.
CO-04	EVALUATING	Evaluate the IMC mix, advertising, sales promotion & PR strategies with real-world examples of products/services/e-products/e-services
CO-05	CREATING	Develop an integrated creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign.

COs & POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	1	2	0	1	0	0	1	1	2	0	0
CO 2	2	3	0	1	1	0	1	0	0	1	2	0	0
CO 3	1	2	3	0	0	1	0	1	1	1	2	1	1

CO 4	0	1	2	1	1	0	0	1	1	1	2	1	1
CO 5	1	2	0	3	1	1	1	1	0	1	2	1	0

Syllabus

Unit	Unit Details
1.	An Introduction to Integrated Marketing Communication: (3)
	Meaning, Nature, Scope and Importance of International Marketing; Management Orientations in the context of International Marketing EPRG Framework; Overview of International Marketing Management Process; International Marketing Environment and Its Effect on International Marketing–Economic Environment, Trade Environment, Social and Cultural Environment, Political Environment, Legal and Regulatory Environment, Demographic Environment, Natural Environment, Technological Environment.
2.	Advertising - I: (10)
	(a) Definition, History, Roles and Functions of Advertising, Types of Advertising, Steps in Development Of Advertising. (b) Advertising Design: Appeals, Message Strategies & Execution Framework: Advertising Design, Advertising Theory, Types of Advertising Appeals, Message Strategies, Cognitive strategies, Execution Strategies, Advertising Effectiveness. (c) Copywriting: Meaning and Definition of Copywriting, The Copywriter, Copywriting for Print, Copywriting guidelines, Radio Copywriting, TV Copywriting, Writing for the Web, Tips for writing good web content, blog writing, and storytelling.
3.	Advertising - II: (10)
	(a) Media Planning and Strategies: Growth and Importance of Media, Meaning and Role of Media Planning, Media Planner & its role, Media Budget, Media buying Process, Market Analysis, Media Objectives, Developing and Implementing Media Strategies, Evaluating the effectiveness. (b) Print Media and Outdoor media: Characteristics of the press, Basic media concepts, Newspapers, Magazines, Factors to consider for magazine advertising, Packaging, Out-of-home Advertising. In Transit Advertising, Digital signboard, billboards, Point-of-Sale Advertising. (c) Broadcast and Internet Media: Meaning of Broadcast Media, Radio as Medium, Television as Medium, Internet Advertising, Email Advertising. OTT Advertising, Audio Music & Podcast, Social Media Advertising, Influencer Marketing, Mobile Advertising. (D) Digital Media & Advertising: Advertising on Digital Media, Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights.
4.	Sales Promotion: (4)
	Scope and Role of Sales Promotion, Growth of Sales Promotion, Consumer-Oriented Sales Promotion, Techniques in Sales Promotion, Trade-Oriented Sales Promotion, Coordinating sales promotion and advertising, Sales promotion abuse, Personal selling. Role of Sales Promotion in communicating and offering Value to its customers, Techniques in Sales Promotion, Trade Oriented Sales Promotion, Customer Oriented Sales Promotion, Coordinating sales promotion and advertising, Digital Sales Promotion (Coupons, Gift

	Vouchers, Cash Back, etc.) Personal Selling: Meaning and Importance,
5.	Public Relations, Publicity and Corporate Advertising: (3)
	Definition of Public Relations, Publicity and Corporate Advertising; Role and functions of Public Relations in Digital Economy Difference between public relations and advertising, Functions of Public Relations; Creating positive image building activities; Preventing or reducing image damage; Sponsorship and Event marketing; Role of internet in Public Relations, Publicity, Advantages and Disadvantages of Publicity.

Suggested Text Books:

Unit	Unit Details
1	Advertising and Promotion, Belch, George and Belch, Michael, Tata McGraw-Hill, New Delhi.
2	Integrated Advertising, Promotion and Marketing Communication, Clow, Kenneth & Black, Donald, Pearson Education, New Delhi
3	Advertising Management, Jethwaney, Jaishree, and Jain, Shruti, Oxford University Press, New Delhi.
4	Advertising and Promotions, Semenik Allen, Cengage Learning
5	Advertising and Promotion, SHH Kazmi, Satish Batra, Excel Books
6	Advertising and Promotions, Shah, D'Souza, Tata McGraw-Hill

Suggested Reference Books:

1. Integrated Marketing Communication, Tom Duncan, McGraw-Hill
2. Integrated Marketing Communication: Trends and Innovations, Shridha Jain, Global India Publications
3. IMC, The Next Generation, Don Schultz and Heidi Schultz, Tata McGraw-Hill, New Delhi.

Code: MBXCBX4111

PERSONAL FINANCIAL PLANNING

3 Credits [LTP: 3-0-0]

PERSONAL FINANCIAL PLANNING

Semester	IV	Specialization	
Course code	SC-MF-06	Type	Minor
Credit	3	Pattern (L:T:P)	3:0:0
Course Title	Personal Financial Planning	No. of Hours	45

Course Outcomes:

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-01	REMEMBERING & UNDERSTANDING	UNDERSTAND the need and aspects of personal financial planning Describe the investment options available to an individual
CO-02	APPLYING	IDENTIFY types of risk and means of managing it
CO-03	ANALYSING	DETERMINE the ways of personal tax planning
CO-04	EVALUATING	EXPLAIN retirement and estate planning for an individual and design a financial plan.
CO-05	CREATING	CREATE a financial plan for a variety of individuals.

COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	0	1	0	0	1	1	2	0	0
CO 2	2	3	2	0	0	0	1	1	0	1	2	0	0
CO 3	2	2	3	0	0	1	0	1	0	0	2	0	1
CO 4	0	2	3	1	1	0	0	0	2	1	2	1	1
CO 5	0	3	2	1	1	0	1	1	0	0	2	1	0

Syllabus

Unit	Unit Details
1.	Introduction to Financial Planning: (5+2) Need for Financial Planning, Assessing personal and financial goals, needs and priorities, attitudes and expectations, and risk tolerance level, Personal Financial Planning Process, Preparation of Personal Budget, Personal Financial Statements, Responsibilities of a Financial Planner, Time Value of Money, KYC, PAN & AADHAR
2.	Investment Planning: (10+2) Introduction to Investment Planning, Investment Criteria- liquidity, safety and Profitability, Investment vehicles (Gold, Bonds, Equity, FD, Insurance, MFs, ETFs, Post Office Savings, Real Estate, etc.), Risk and Return associated with these investments, Return comparison over some time from different asset classes, Investment strategies, Mutual Funds as Investment Vehicle-Special focus on SIP, STP, and SWP, NFOs, Trading in Commodities, Derivatives and F&Os, Crypto currency, Creating an Investment Portfolio, Awareness of mis-

	selling in investment products.
3.	Risk Analysis, Insurance Planning, and Debt: (8+2)
	Risk analysis, Concept of long term risk, Insurance decisions in personal financial planning, Types of insurance cover- mortality, health, disability, property and liability, ULIPs and Term Plans, Credit Card Financing, Types of Consumer and Home Loans- cost and risk, Credit Score.
4.	Tax Planning: (6+2)
	What is Tax Deduction? Tax Deductions under the Section and respective Subsections of: 80C, 80D, 80E, 80G, 80 I, Sections 80 JJA, 80QQB, 80RRB, 80TTA, 80U and other relevant sections, Direct Tax Code (DTC), Taxation impact on different investment options, Personal tax planning, Filing IT Returns
5.	Retirement Planning and Estate Planning: (6+2)
	Wealth creation, retirement planning for an individual, Pension Plans, Provident Fund, Gratuity, Life Insurance Plans, General Insurance Plans, Reverse Mortgage Plans, Senior Citizen Schemes, What is Estate? Who needs Estate Planning? Transferring assets during lifetime, Power of Attorney, Transferring assets post death – e.g., Nominations, Will, and Creating Trusts. Note: <ol style="list-style-type: none"> The weightage in the question paper shall be as follows: Numerical problems / Cases: 40% & Theory: 60% Formats of documents to transfer assets should be discussed Numerical problems on the following should be taught : <ol style="list-style-type: none"> Time Value of Money: Compounding, Discounting, Annuities, Sinking Fund, Perpetuities EMI calculation on loans

Suggested Text Books:

Unit	Unit Details
1	Basics of Personal Financial Planning Insurance Education Series by NIA, K C Mishra, Steward Doss, Cengage Delmar Learning India Pvt. Ltd.

Suggested Reference Books:

1. Introduction to Financial Planning, Indian Institute of Banking & Finance
2. Personal Financial Planning Theory and Practice, Kaplan Schweser
3. Personal Finance, E. Thomas Gorman and Raymond E. Fogue, Southwest-Western Cengage Learning.
4. Fundamentals of Financial Planning, Michael Dalton, Joseph Gillice, James Dalton, and Thomas Langdon, Money Education
5. Personal Financial Planning, Benedict Koh Wai Mun Fong, Pearson
6. Personal Financial Planning, Lawrence J. Gitman, Michael D. Joehnk, Cengage NOW.

MUTUAL FUND MANAGEMENT

Semester	IV	Specialization	
Course code	SE-MF-08	Type	Minor
Credit	2	Pattern (L: T: P)	2:0:0
Course Title	Mutual Fund Management	No. of Hours	30

Course Outcomes:

On successful completion of the course the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO-01	REMEMBERING	To know the basics of mutual funds, their role and structure, different kinds of mutual fund schemes and their features.
CO-02	UNDERSTANDING	To understand how mutual funds are distributed in the marketplace, how schemes are to be evaluated and how suitable products and services can be recommended to investors.
CO-03	UNDERSTANDING	To get oriented to the legalities, accounting, valuation and taxation aspects underlying mutual funds and their distribution.
CO-04	ANALYZING	To get acquainted with financial planning as an approach to investing in mutual funds.
CO-05	EVALUATING	To assess different investment avenues vis-a-vis Mutual Funds, and create a desirable investment portfolio for different types of investors.

COs and POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	0	1	0	0	1	1	2	0	0
CO 2	2	3	0	1	1	0	1	0	0	1	2	1	0
CO 3	2	1	2	0	0	1	0	1	0	1	2	1	1
CO 4	1	2	3	0	1	0	0	1	0	1	2	0	1
CO 5	2	3	2	0	0	0	1	1	1	1	2	1	1

Unit	Unit Details
1.	Concept and Role of Mutual Funds: (6 Hrs)
	Introduction; Types of Funds; Key developments over the years, Legal structure of mutual funds in India; Key constituents of a Mutual Fund; other service providers, Role of regulators in India; investment restrictions for schemes; investor's rights and obligations; can a mutual fund scheme go bust.

2.	Offer Documents	(6 Hrs)
	NFO; SID; SAI; Key Information Memorandum, Distribution Channels; channel management practices, Accounting and Expenses; Valuation; Taxation.	
3.	Investor's Services:	(6 Hrs)
	Mutual Fund investors; KYC requirements for mutual fund investors; PAN requirements and Micro SIPs; additional documentation requirements applicable for institutional investors; Transactions with mutual funds; transactions through the stock exchange; investment plans and services.	
4.	Return, Risk & Performance of funds:	(6 Hrs)
	Drivers of returns in a scheme; measures of returns; drivers of risk in a scheme; measures of risk; benchmarks and performance; quantitative measures of fund manager performance, how to choose between scheme categories; how to select a scheme within a scheme category; which is the better option within a scheme; sources of data to track mutual fund performance.	
5.	Selecting the right investment products for Investors:	(6 Hrs)
	Financial and Physical assets; Gold – physical or financial; Real estate – physical or financial; fixed deposit or debt scheme; national pension scheme; other financial products, Introduction to financial planning; alternate financial planning approaches; life cycle and wealth cycle in financial planning, Risk profiling; Asset allocation; model portfolios.	

Syllabus:

Reference Books:

1. Bogle John C, "Bogle on Mutual Funds"; Dell Publishing.
2. SEBI, Investors Grievances – Rights and Remedies.
3. Sundar Sankaran, "Indian Mutual Funds Handbook"; Vision books.
4. Mutual Funds Guide 2010, Value Research.

Code: MBXCBX4113	EMPLOYEE RELATIONS & LABOUR LEGISLATION	3 Credits [LTP: 3-0-0]
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EMPLOYEE RELATIONS & LABOUR LEGISLATION

Semester	IV	Specialization	
Course code	SC-MH-06	Type	Minor
Credit	3	Pattern (L:T:P)	3:0:0
Course Title	Employee Relations & Labour Legislation	No. of Hours	45

Course Outcomes:

On successful completion of the course the learners will be able to:

CO	Cognitive Abilities	Course Outcomes

CO-01	REMEMBERING & UNDERSTANDING	SHOW awareness of important and critical issues in Employee Relations. INTERPRET and relate legislation governing employee relations.
CO-02	APPLYING	DEMONSTRATE an understanding of legislation relating to the working environment.
CO-03	ANALYZING	OUTLINE the role of government, society, and trade unions in ER.
CO-04	EVALUATING	EXPLAIN aspects of collective bargaining and grievance handling.
CO-05	CREATING	DISCUSS the relevant provisions of various Labour Legislations.

CO-PO-PSO Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	0	0	0	0	1	1	2	2	0
CO 2	2	0	0	1	0	0	0	0	1	1	2	1	0
CO 3	2	1	3	0	1	1	1	1	0	1	2	0	1
CO 4	0	1	2	1	1	0	0	1	2	1	2	1	1
CO 5	2	1	2	1	1	1	1	0	0	1	2	1	0

Syllabus

Unit	Unit Details
1.	<u>Introduction:</u> (5+3 Hrs)
	Background of Employee Relations, Concept, definition, scope, objectives, factors, participants, and importance of ER, Approaches to employee relations – The Dunlop’s approach, The Social Action Approach, The Human Relations Approach and The Gandhian Approach, Labour policies, role of ILO and its influence on legislation in India.
2.	<u>Mechanism for harmonious ER:</u> (6+3 Hrs)
	Collective bargaining - definition, meaning, nature, essential conditions, functions and importance, process and its implementation, Workers' participation in management & Problem-solving attitude, Grievance, meaning and forms, sources, approaches, procedures, model grievance procedure, and grievance handling committees.
3.	<u>Legislation governing Employee Relations:</u> (6+3 Hrs)
	The Industrial Disputes Act 1947 – Definition of industry, workmen and industrial dispute, authorities under the act, procedure, powers and duties of authorities, strikes and lockouts, layoff, retrenchment and closure, The Contract Labour (Regulation and Abolition) Act 1970 – Advisory boards, registration of establishment, Licensing of Contractors, Welfare and health of contract labour, registers and other records to be maintained.
4.	<u>Legislation governing Unions and wages:</u> (6+3 Hrs)

	The Trade Union Act 1926- Formation and registration of Trade Unions, Principle privileges of a registered trade union, rights of recognised trade unions, types and structure of trade unions, impact of globalisation on trade union movement, Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act 1971 – Unfair labour practices on the part of Employers and Employees, authorities and punishments under the act, Minimum Wages Act 1948 – Definition of wages, fixation and revision of minimum wages, advisory boards and committees, fixing hours for a normal working day, wages for worker who works for less than normal working day, maintenance of registers and records.
5.	Legislation governing working environment: (7+3 Hrs)
	The Factories Act 1948 – Definitions of factory, manufacturing process, worker, occupier; provisions under health, safety and welfare, working hours, annual leave with wages, prohibition of employment of young children, Maharashtra Shops & Establishment (Regulation of Employment and Conditions of Service) Act, 2017 – Scope, Registration of establishments, opening and closing hours, hours of work, interval for rest, spread over, wages for overtime and weekly off, leave with pay and payment of wages and welfare provisions, offences and penalties, Maternity benefit Act, 1961 – Entire Act and latest amendment, The Sexual harassment of women at workplace(Prevention, prohibition and Redressal) Act, 2013 – Definitions of sexual harassment, employee, workplace, complaints committee, complaint mechanism, Aggrieved Woman, Chairperson; Constitution of Internal Complaints Committee, Complaint, Inquiry into complaint, duties of employer.

Suggested Text Books:

Unit	Unit Details
1	Personnel Management, C B Mamoria
2	Dynamics of Personnel Administration, Rudrabaswaraj
3	Personnel Management, Edwin Flippo
4	Industrial and Labour Laws, S. P. Jain

Suggested Reference Books:

1. Guide on Labour Management forms and precedents (Law, Practice and Procedure), S D Puri, Snow white publication
2. Introduction of Labour and Industrial Laws, Avatar Singh
3. Elements of Mercantile Law, N. D. Kapoor, Sultan Chand
4. Bare Acts

Code: MBXCBX4114

LABOUR ECONOMICS AND COSTING

2 Credits [LTP: 2-0-0]

Labour Economics and Costing

Semester	IV	Specialization	
Course code	SE-MH-08	Type	Minor
Credit	2	Pattern (L: T: P)	2:0:0
Course Title	Labour Economics and Costing	No. of Hours	30

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO-01	REMEMBERING & UNDERSTANDING	IDENTIFY the basic concepts of Labour Economics, Wage Determination, Labour Productivity, and Costing. UNDERSTANDING the Labour Market in India with reference to demand and supply of Labour and Social Security Problems associated to it.
CO-02	APPLYING	DETERMINATION of various Wage and Non-Wage Factors applicable in various sectors of businesses.
CO-03	ANALYZING	IMPLEMENTATION of various theories of wage determination in various business sectors.
CO-04	EVALUATING	EVALUATION of Labour Cost Benefit Analysis of important HR functions.
CO-05	CREATING	APPLICATION of social security of labourers in various sectors.

COs and POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	0	0	0	0	0	1	1	2	0	1
CO 2	2	3	1	0	0	0	1	0	0	1	2	1	0
CO 3	2	1	3	0	0	0	0	1	0	1	2	0	1
CO 4	0	2	2	0	0	0	0	1	1	1	2	2	0
CO 5	1	0	1	0	0	1	0	0	2	1	2	1	2

Syllabus:

Unit	Unit Details
1.	Introduction to Labour Economics: (6 Hrs)
	Concept and Definition, Nature, Scope and Importance - Labour as a Unique Factor of Production - Labour Economics as a Branch of Economics - Interdisciplinary Character of Labour Economics, Rise of economic problems in Labour Management, Labour Market -Definitions, facts and trends.
2.	Labour Demand and Supply (6 Hrs)
	Determinants of the Supply and Demand for Labour, Organized and Unorganized Labour, Demand and Supply for labour in Indian Markets, Labour Demand Elasticity- Own-wage elasticity of demand, Cross-wage elasticity of demand, Major issues of Indian labour market -Labour Absenteeism, Labour turnover, Labour Productivity, Labour Migration and mobility, Impact of technological change on Labour Markets, Globalisation and international labour demand outsourcing.
3.	Wage Determination: (6 Hrs)

	Classical, neo-classical and bargaining theories of wage determination, Modern theory of wage determination, Concepts of minimum wage, living wage and fair wage in theory and practice, Wage determination in various sectors - rural, urban, organized, unorganized and in informal sectors National wage policy, Wages and Wage Boards in India, Non-wage component of labour remuneration, Non-wage labour costs – factors and its relation with wage determination.
4.	Concept of Labour Productivity & Costing (6 Hrs)
	Measurement and Importance of Labour Productivity & its Determinants, Causes for Low Labour Productivity and Measures to Increased Labour Productivity, Productivity and the basis of yearly pay, Productivity and the level of pay, Productivity and the sequencing of pay, Costs -Various concepts, Elements of Labour cost – Fixed Pay and Variable pay. Various Statutory Requirements related to Cost of Labour, Cost Benefit Analysis of important HR functions, Labour turnover & productivity, Productivity and wage relationship, Cases related to labour cost calculation in the Indian context.
5.	Social Security of Labour: (6 Hrs)
	Concept of Social Security and its evolution; Special problems of labour- Child Labour, Female Labour, Child labour policy, Problems and policy of female workers, Structure and achievement of labour union in India. Cases related to Issues of Social Security of labourers in various sectors.

Reference Books:

1. McConnell, C.R. and S.L. Brue (1986), Contemporary Labour Economics, McGraw-Hill, New York..
2. Reylonds L., Labour Economics & Labour Relations – Prentice Hall Inc., New Jersey.
3. Sadanand P. Degaonkar, Labour Cost & Accounting, Everest Publishing House.
4. Jawahar Lal & Seema Srivastava, Cost Accounting, 4th Edition, Tata McGraw-Hill Publishing Company Ltd, New Delhi
5. Jhabvala, R. and R.K. Subrahmanya (Eds.) (2000), The (Unorganised Sector Work Security and Social Protection, Sage Publications, New Delhi.
6. Suman Kalyan Chakravarthy (2018), Labour Economics, Himalaya Publishing House Private Limited.

Suggested E-books:

1. Labour Economics By Stephen W. Smith
2. Fundamentals of Labor Economics By Thomas Hyclak, Geraint Johnes, Robert
3. Handbook of Labor Economics, edited by Orley Ashenfelter, David Card

Code: MBXCBX4115

DATA VISUALISTION

3 Credits [LTP: 3-0-0]

DATA VISUALISATION

Semester	IV	Specialization	
Course code	SC-MA-06	Type	Minor
Credit	3	Pattern (L:T:P)	3:0:0
Course Title	Data Visualisation	No. of Hours	45

Course Outcomes:

On successful completion of the course the learners will be able to:

CO	Cognitive Abilities	Course Outcomes
CO-01	REMEMBERING & UNDERSTANDING	Understand the principles, types, and workflow of effective data visualization, including data preparation and tool overview.
CO-02	CREATING	Configure Tableau, connect to various data sources, and create exploratory visualizations using filters, sorting, and maps.
CO-03	APPLYING	Apply advanced Tableau techniques, including calculated fields, LOD expressions, and design interactive, optimized dashboards.
CO-04	ANALYZE	Utilize Excel functions and analysis tools to clean, analyze, and visually present business data using dashboards and forecasting tools.
CO-05	CREATING	Integrate Tableau and Excel to plan, build, and publish a complete interactive dashboard addressing a real-world business problem.

COs - POs/PSOs Mapping

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	PSO 3
CO 1	3	0	2	2	0	0	0	2	0	2	3	0	2
CO 2	3	2	3	2	0	0	0	0	0	3	3	0	2
CO 3	3	3	3	3	2	0	0	0	0	3	3	0	3
CO 4	3	3	3	2	0	0	0	2	0	3	3	2	3
CO 5	3	3	3	3	3	2	2	2	2	3	3	2	3

Syllabus

Unit	Unit Details
1.	Foundations of Data Visualization (9 Hrs)
	<p>Objective: Understand the principles, processes, and importance of effective data visualization.</p> <ul style="list-style-type: none"> • Introduction to Data Visualization <ul style="list-style-type: none"> ▪ Importance and applications ▪ Types of visualizations ▪ Exploratory vs. explanatory visualizations

	<ul style="list-style-type: none"> • Stages in Visualization Workflow <ul style="list-style-type: none"> ▪ Pre-processing, cleaning, and correcting data ▪ Forming the right questions ▪ Identifying metrics vs. dimensions ▪ Understanding data types and defaults • Visualization Concepts and Best Practices <ul style="list-style-type: none"> ▪ Aliases and naming conventions ▪ Making meaningful connections and insights • Overview of Tools and Technologies <ul style="list-style-type: none"> ▪ Introduction to Tableau and what it does well/limitations ▪ Introduction to Excel, SVG, and CSS for visualizations • Hands-on Task: Clean and visualize messy data using Excel and basic Tableau charts.
2.	Working with Tableau and Exploratory Visualization_ (9 Hrs)
	<p>Objective: Learn to prepare and explore datasets through Tableau with best practices in data interaction.</p> <ul style="list-style-type: none"> • Configuring Data Environment in Tableau <ul style="list-style-type: none"> ▪ Installation, debugging, and troubleshooting ▪ Connecting to data sources: Excel, CSV, Web, SQL Server • Data Joins and Relationships <ul style="list-style-type: none"> ▪ Joins, blending, and union concepts • Visual Creation and Interaction <ul style="list-style-type: none"> ▪ Creating bar, line, pie, and map charts ▪ Sorting, Filtering, Top N / Bottom N analysis • Exploratory Data Visualization <ul style="list-style-type: none"> ▪ Using filters, tooltips, maps ▪ Applying best practices for clean insights • Hands-on Task: Create an interactive sales report using Tableau with filters and maps
3.	Visual Analytics and Dashboard Development (9 Hrs)
	<p>Objective: Dive into advanced visual analytics and dashboarding principles in Tableau and Excel.</p> <ul style="list-style-type: none"> • Advanced Tableau Functions <ul style="list-style-type: none"> ▪ Binning values ▪ Calculated fields and table calculations ▪ Level of Detail (LOD) calculations • Effective Dashboard Design <ul style="list-style-type: none"> ▪ Principles of layout and interactivity ▪ Using parameters, actions, and storyboards ▪ Dashboard optimization and best practices • Debugging and Testing Visualizations <ul style="list-style-type: none"> ▪ Testing filters, calculations, and dynamic visuals ▪ Reviewing performance and interactivity <p>Hands-on Task: Build a fully interactive executive dashboard using Tableau</p>
4.	Data Analysis and Visualization in Excel (9 Hrs)
	<p>Objective: Master the use of Excel for data analysis and visualization.</p> <ul style="list-style-type: none"> • Excel as a Visualization Tool <ul style="list-style-type: none"> ▪ Data handling, formatting, validation ▪ Data cleaning functions: TRIM, CLEAN, SUBSTITUTE • Analytical Tools

	<ul style="list-style-type: none"> ▪ Functions: IF, IFS, AND, OR, XLOOKUP, INDEX/MATCH ▪ Date/time: TODAY, NETWORKDAYS, DATEDIF • Data Visualization Using Excel <ul style="list-style-type: none"> ▪ Creating charts, trendlines, and conditional formatting ▪ PivotTables and PivotCharts • Forecasting and Scenario Planning <ul style="list-style-type: none"> ▪ FORECAST.LINEAR, Goal Seek, Scenario Manager • Hands-on Task: Build a forecast dashboard and use Excel's what-if tools
5.	Capstone Project and Publishing Visual Solutions (9 Hrs)
	<p>Objective: Apply all concepts in an end-to-end business project integrating Excel and Tableau.</p> <ul style="list-style-type: none"> • Project Planning and Design Thinking <ul style="list-style-type: none"> ▪ Identifying real-world datasets (Sales, HR, Finance) ▪ Defining KPIs and business questions • Final Capstone Project Execution <ul style="list-style-type: none"> ▪ Data preparation ▪ Visualization creation in Excel/Tableau ▪ Dashboard building with interactivity • Publishing & Sharing Insights <ul style="list-style-type: none"> ▪ Tableau Public & Tableau Server ▪ Row-Level Security and Scheduled Refresh ▪ Presentation to peers and feedback • Deliverable: Final report, dashboard link, and presentation

TextBooks:

Unit	Unit Details
1	Effective Data Storytelling: How to Drive Change with Data, Narrative and Visuals, Brent Dykes, 2018
2	Effective Data Visualization: The Right Chart for the Right Data, Stephanie D. H. Evergreen, 2021
3	Evergreen Data & Evaluation, LLC,
4	The Visual Display Of Quantitative Information, Edward R.Tufte, 2018, Amazon

Reference Books:

- Information Dashboard Design: Displaying Data for At-a-glance Monitoring” by Stephen Few, O’Reilly
- The Accidental Analyst: Show Your Data Who’s Boss” by Eileen and Stephen McDaniel, O’Reilly

SOCIAL MEDIA ANALYTICS

Semester	IV	Specialization	
Course code	SE-MA-08	Type	Minor
Credit	2	Pattern (L: T: P)	2:0:0
Course Title	Social Media Analytics	No. of Hours	30

Course Outcomes:

On successful completion of the course, the learner will be able to

CO	Cognitive Abilities	Course Outcomes
CO-01	REMEMBERING & UNDERSTANDING	To highlight on the importance of content across various social media platforms.
CO-02	APPLYING	To understand key social media analytics tools and techniques.
CO-03	ANALYZING	To apply social media analytics for complex issues, think critically, strategize and communicate effectively for an effective throughput.
CO-04	EVALUATING	To analyse the data retrieved from Instagram
CO-05	CREATING	To evaluate and create social media analytics in twitter and linked inrs.

COs and POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	1	0	1	0	1	1	1	2	0	0
CO 2	2	3	0	1	0	1	1	0	0	1	2	1	0
CO 3	1	2	3	2	1	0	1	0	0	1	2	1	1
CO 4	0	2	3	0	1	0	0	1	1	1	2	1	1
CO 5	1	2	1	3	1	1	1	0	0	1	2	1	1

Syllabus:

Unit	Unit Details
1.	Digital strategy in social media: (6 Hrs)
	Meaning and scope of digital strategy, how to differentiate the strategies of SEO, SEM, and SMM, building Customer Avatar, Social media and the CVJ, Social Media Success cycle, Goal setting, Building your brand
2.	Social Media Planning, Scheduling and Analysis: (6 Hrs)

	Content types, Content creation, monthly social media calendar, Social media scheduling, social post analysis
3.	Facebook marketing and analysis: (6 Hrs)
	Building awareness, stacking engagement, growing leads, converting sales, organic army, CTA, Dashboard analysis
4.	Instagram: (6 Hrs)
	Instagram and the CVJ, Optimize your profile, Establish your purpose and Goals, Optimize your content, Influence, Engagement, Monetize your content, Stories, Analysis of Dashboards
5.	Winning on LinkedIn and Twitter: (6 Hrs)
	Aware, Engage, Subscribe, Convert, Excite, optimizing on LinkedIn, building your Twitter strategy, Social Listening, Optimizing Twitter, Dashboard analysis through social listening tools.

Reference Books:

1. Social Media Marketing Workbook: How to Use Social Media for Business, Book by Jason McDonald
2. Everybody Writes: Your Go-To Guide to Creating Ridiculously Good Content, Book by Ann Handley
3. Creating Value with Social Media Analytics: Managing, Aligning, and Mining Social. Book by Gohar F. Khan

Code: MBXCBX4104	INDIAN ETHOS & BUSINESS ETHICS	3 Credits [LTP: 3-0-0]
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INDIAN ETHOS & BUSINESS ETHICS

Semester	IV	Specialization	
Course code	GC-19	Type	IKS
Credit	3	Pattern (L:T:P)	3:0:0
Course Title	Indian Ethos & Business Ethics	No. of Hours	45

Course Outcomes:

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-01	REMEMBERING & UNDERSTANDING	Recall and spell the human universal values of the Indian Ethos and its applications in Business ethics Recognize and demonstrate the relevance of Indian Ethos by taking the rationale and ethical business decisions derived from Indian Heritage Scriptures.
CO-02	APPLYING	Apply the concepts of Indian Ethos, Values, and Ethics with moral reasoning to develop sustainable solutions to solve complex business issues..

CO-03	ANALYSING	Analyze and make inferences about contemporary business practices in relation to Indian Ethos & Business Ethics
CO-04	EVALUATING	Appraising the importance of business decisions on the basis of ethics and thus creating a value-driven management.
CO-05	CREATING	ELABORATE Ethical dilemmas in different business areas of marketing, HRM and Finance, and ADAPT dilemma resolution interventions by referring to Ethical decision making.

COs AND POs/PSOs Mapping

CO → PO/PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PSO-I	PSO-II	PSO-III
CO 1	3	0	0	2	0	0	0	0	1	1	2	2	0
CO 2	2	3	2	0	1	1	1	2	2	0	2	2	2
CO 3	2	0	3	0	0	1	0	1	2	1	2	1	1
CO 4	0	0	2	1	0	0	0	1	2	1	2	2	2
CO 5	1	0	2	2	2	0	0	1	1	1	2	2	0

Syllabus

Unit	Unit Details
1.	Indian Ethos and Values: Its relevance at the Workplace: Indian Ethos: (6)
	Meaning, Features, Need, Evolution, Relevance, Universal Human values for continuity of happiness and prosperity, Development of Human Consciousness Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices, Triguna Theory-OSHA Model. Work Ethos meaning, dimensions of Work Ethos. Values - Concepts, Values in business, Value system in work culture, and Values of Indian Managers, Relevance of Value Based Management in Global Change; Impact of values on Stakeholders; Trans-Cultural Human Values, need of ethos in business organisations with reference to Indian firms, Ethics v/s Ethos, Eastern Management v/s Western Management.
2.	Indian Model of Management: (6)
	Concept of Indian Model of Management in the Indian socio-political environment, Laws of Karma and its relevance in business settings, Indian Heritage in Business Management. Production and Consumption: Management lessons from Indian heritage scriptures (like Mahabharata & Ramayana), Leadership Pointers from Kautilya's Arthashastra, VEDA Model of Leadership, Corporate Rishi Model, Theory K, WE theory (West-East Theory)
3.	Business Ethics as Applied Ethics: (6)
	Meaning, Characteristics of Business Ethics, Importance of Business Ethics (Long Term growth, Cost reduction, Risk mitigation, Limited resources, etc.), The Ethics of the Business, Types of Business Ethics (Transactional Ethics, Participatory Ethics, Recognition Ethics), Factors influencing business ethics, Svensson and Wood, A Model of Business Ethics. Categories of Ethics and Responsibilities (Personal, Professional, Managerial), Business Code of Conduct), Approaches to Business Ethics: Consequentialist & Non-Consequentialist. The Ethical Audit, Theories of Ethics - Deontological Theory & Teleological Theory, Kohlberg's Six-stage moral development, Chris Moon's Ethical fitness: a Four-Step Workout (Moral

	Awareness, Values Definition, Ethical Analysis, Dilemma Resolution).
4.	Ethical decision making in business matrix: (6)
	Framework of Ethical decision making, Ethical dilemmas in different functional areas of Business (Finance, Marketing, HRM and International Business), Difficulties for practice ethics in organization, Intellectual Property Rights and Business Ethics, Ethical challenges for Managers, Ethical Decision Making process, its Model -STEP Model, PLUS Filter Model.
5.	Applications of Ethical Principles to Contemporary, Moral and Ethical problems / issues related to Business: (6)
	The brand value chain, Brand audit, Designing brand tracking studies, Capturing customer mind set through quantitative and qualitative research techniques, Establishing Brand equity Management system; Brand Equity Charter, Brand Equity Report, Brand Equity Responsibilities Brand architecture, Brand hierarchy, Designing brand strategy, New products, Brand extensions- advantage and disadvantage, & Types of Brand Extensions, Reinforcing brands, Revitalizing brands, Rejuvenating failed Brands.

Suggested Text Books:

Unit	Unit Details
1	Business Ethics (Concept, Application, Framework, and Cultural Impact) k. Aswathappa, J. Ushar Rani, Sunanda Gundavajhala, Himalaya Publishing House
2	Ethics in Management and Indian Ethos, Biswanath Ghosh, Vikas Publishing House
3	Indian Ethos of Management, Tushar Agarawal and Nidhi Chandorkar, Himalaya Publication House. Law, P. C. Tulsian, Tata McGraw-Hill
4	Indian Ethos and Values for Managers, Khandelwal, Himalaya Publishing House

Suggested Reference Books:

1. Indian Ethos & Values In Management, Nandagopal R, Ajith Sankar, Tata McGraw-Hill Publishing Co. Ltd.
2. New Mantras in Corporate Corridors: From Ancient Routes to Global Roots, Subhas Sharma, New Age International Publishers
3. Business Ethics: Concepts and Cases, Velasquez, Pearson Education India.
4. Corporate Chanakya, Radhakrishnan Pillai, Jaico Publishing House
5. Business Ethics at Work, Elizabeth Vallance, Cambridge University Press

SELF DEVELOPMENT FOR CORPORATES

Semester	IV	Specialization	
Course code	GE-09	Type	Ability Enhancement
Credit	1	Pattern (L:T:P)	1:0:2

Course Title	Self-Development for Corporates	No. of Hours	45
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Course Outcomes:

On successful completion of the course the learners will be able to:

CO	Cognitive Abilities	Course Outcomes
CO-01	REMEMBER	Recall and explain key professional concepts, including corporate etiquette, leadership styles, team-building principles, and career development strategies relevant to workplace success.
CO-02	APPLY	Apply corporate etiquette, teamwork techniques, and meeting protocols in simulated professional environments through role-plays, mock sessions, and structured discussions.
CO-03	ANALYZE	Analyze real-world scenarios related to leadership challenges, team dynamics, and career pathways to identify problems, recognize opportunities, and recommend appropriate solutions.
CO-04	EVALUATE	Evaluate leadership practices, conflict resolution approaches, and professional behaviors by engaging in peer reviews, case studies, and ethical judgment exercises.
CO-05	CREATE	Design and present strategic career plans, mock meetings, and team-based projects that reflect personal growth, workplace readiness, and entrepreneurial thinking.

CO-PO-PSO Mapping

	PO I	PO II	PO III	PO IV	PO V	PO VI	PO VII	PO VIII	PO IX	PO X	PSO I	PSO II	PSO III
CO 1	3	0	2	0	0	2	2	0	2	0	2	1	2
CO 2	0	2	0	0	1	2	0	2	2	0	1	2	1
CO 3	2	0	2	0	2	1	2	0	0	1	2	1	2
CO 4	1	2	0	2	2	0	0	1	0	2	1	1	0
CO 5	0	0	2	0	0	2	0	0	2	0	0	0	2

(3- fully met; 2- partially met; 1 – poorly met; – not met)

A. OUTLINE OF THE COURSE

Unit No.	Title of the Unit	Time required for the Unit (Hours)
1	Corporate etiquettes	09

2	Entrepreneurial and Leadership Skills	09
3	Building Successful Teams	09
4	Conducting Meetings	09
5	Career Planning and Growth	09

Syllabus

Unit 1 - Corporate Etiquettes (9 Hrs)

(a) Lab 1: Conceptual Framework (3 Hrs)

- Professionalism – Concept & Importance
- Different dimensions and applications of professionalism.
- Maintaining personal and professional boundaries (WLB)
- Addressing colleagues, juniors, and seniors – Language and body language
- Dressing – Formal/semi-formal/Friday Dressing
- Respecting diversity and inclusion initiatives
- The skill of being proactive and resilient

(b) Lab 2: Videos on proper and improper everyday etiquette at work, followed by class discussion (6 Hrs)

- The instructor is to bring videos that cover appropriate and inappropriate corporate/work behavior aligned with the topics in the unit syllabus.
- Students will be asked to identify points of concern and note them down.
- The video must not be interrupted to ensure the overall (pleasant/unpleasant) impact of behavior.
- At the end of the video, open a class discussion on appropriate and inappropriate corporate etiquette.
- The instructor to put in extra effort towards sensitizing students towards diversity and appropriate communication style as per hierarchy.

Unit 2 - Entrepreneurial and Leadership Skills (9 Hrs)

(a) Lab 1: Conceptual Framework (3 Hrs)

- Concept of Intrapreneurship
- Leadership styles
- Handling conflicts & disciplinary issues
- Prominent traits of entrepreneurs and leaders
- Handling tough communication
- Being a link between various levels of management

(b) Lab 2: Case analysis and success stories discussion of impactful leaders. (6 Hrs)

- The instructor is to bring caselets/ stories of successful and failed start-ups and leaders.
- Students to be asked to analyze the content in light of the concept learnt, in the given subject, and also learnt throughout the management program at the University.
- Open discussions on each caselet/success/failure story.
- Students are encouraged to suggest alternate ways of handling the given situation/conditions/challenges.

Unit 3 -Building Successful Teams (9 Hrs)

(a) Lab 1: Conceptual Framework (3 Hrs)

- Team Building – Stages
- Characteristics of a successful team
- How to build successful teams
- Leadership and team building
- Roadblocks in team-building

(b) **Lab 2: Team Building Games/exercises (6 Hrs)**

- The instructor is to bring team exercises that are fun and engaging.
- The students should be able to identify what makes a team more productive than the other.
- The style and approach of the winning teams to be discussed at great length, connecting them to the conceptual framework of building successful teams.
- Class discussion on outcomes.

Unit 4 - Conducting meetings

(9 Hrs)

(a) **Lab 1: Conceptual Framework (3 Hrs)**

- Types and purpose of the meeting
- How to organize a meeting.
- How to draft an agenda, notice, and minutes of the meeting.
- Importance of written communication and documentation.

(b) **Lab 2: Mock meetings on topics given by the instructor (eg, continuous drop in sales; increasing customer complaints, etc.). (6 Hrs)**

- The instructor to shortlist topics on which meetings are conducted at work regularly.
- Topics to be circulated before the conceptual session.
- Students to be divided into groups of 8-10.
- Each group will be given a topic to role-play a meeting on.
- Each group will be given 10 minutes for the mock meeting, followed by a 5-minute of feedback session.
- Feedback must be on an individual and group basis.
- Students to be evaluated strictly on the rubrics designed.
- Parameters in the rubrics to be communicated to the students beforehand.

Unit 5 - Career Planning and Growth

(9 Hrs)

(a) **Lab 1: Conceptual Framework (3 Hrs)**

- Exploring opportunities
- Switching jobs/domains
- Upskilling, reskilling
- Networking
- Planning entry into and exit from an organization
- Maintaining professional boundaries

(b) **Lab 2: Understanding career progression through strong profiles from the professional world (6 Hrs)**

- The instructor needs to shortlist and bring profiles of successful professionals who have either continued in the same field/company or transitioned between fields/companies.
- The students also need to do the same as an assignment and come back to class with the same.
- Breaking myths around career choices as a part of class discussion.
- Discuss movements/transitions in great detail.

RECOMMENDED BOOKS

S.No	Books /Website links
1	Emotional Intelligence by Daniel Goleman

2	The 17 Indisputable Laws of Teamwork: Embrace Them and Empower Your Team by John C. Maxwell
3	<u>The Power of Positive Thinking</u> by Norman Vincent Peale
4	The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers by Ben Horowitz
5	"Difficult Conversations" by Stone, Patton & Heen
6	The 7 habits of highly effective people by Stephen Covey
7	https://www.youtube.com/watch?v=iQsw3cdJbbM (Conducting meetings)
8	https://www.youtube.com/watch?v=dvncaanzUc (Corporate etiquettes)

Lab 2 – Videos on proper and improper everyday etiquette at work, followed by class discussion

Criteria	Excellent (4)	Good (3)	Fair (2)	Needs Improvement (1)
Observation Skills	Accurately identifies all key appropriate and inappropriate behaviors.	Identifies most relevant behaviors with minor omissions.	Identifies some behaviors but misses several key points.	Shows limited observation; misses major etiquette concerns.
Awareness of Corporate Etiquette	Demonstrates deep understanding of workplace decorum and expectations.	Shows good understanding of professional behavior in the workplace.	Displays partial understanding; some misjudgments are evident.	Misunderstands or oversimplifies etiquette concepts.
Discussion Participation	Leads or actively contributes with thoughtful analysis and insights.	Participates with relevant comments and observations.	Shares basic points; limited depth or engagement.	Rarely contributes or makes off-topic/unclear remarks.
Sensitivity to Diversity & Hierarchy	Shows excellent awareness and respect for diversity and workplace hierarchy.	Shows sensitivity, with minor gaps in understanding of context.	Limited awareness or only surface-level engagement with the concept.	Fails to recognize or engage with diversity and hierarchy considerations.
Communication Style Analysis	Accurately analyzes verbal/non-verbal communication across all levels.	Generally accurate with analysis of communication styles.	Basic observations may miss nuances of tone, formality, or delivery.	Inaccurate or overly simplistic analysis of communication behavior.
Notes and Documentation	Well-structured, comprehensive notes with clear takeaways.	Good notes; covers most critical incidents and observations.	Notes are present but lack depth or clarity.	Little or no documentation of observations.

Scoring Guide :

- 22–24: Exemplary observational and analytical ability.
- 17–21: Strong performance with room to deepen insight.
- 12–16: Developing understanding; needs more attention to detail.
- Below 12: Requires improvement in observation, engagement, and etiquette understanding.

Lab 4 – Case analysis and success stories discussion of impactful leaders

Criteria	Excellent (4)	Good (3)	Fair (2)	Needs Improvement (1)
Understanding of Leadership Concepts	Demonstrates deep understanding and strong linkage to management principles.	Links leadership ideas to concepts with minor gaps.	Basic understanding; few or unclear conceptual connections.	Misunderstands or lacks application of core leadership/management concepts.
Analysis of Case/Story	Thorough and insightful analysis of the leader’s or startup’s context and actions.	Solid analysis; covers major points with reasonable depth.	Surface-level analysis misses some key aspects.	Weak or inaccurate analysis; little critical engagement.
Application of Management Knowledge	Effectively integrates learning from various courses in the program.	Applies knowledge from relevant subjects with a few missing links.	Limited integration of previous learnings.	Fails to draw meaningful connections with the management curriculum.
Alternative Strategies Suggested	Provides highly creative and feasible alternatives with sound reasoning.	Suggests practical alternatives with moderate reasoning.	Offers alternatives but lacks clarity or feasibility.	Few or no viable alternatives provided.
Discussion Participation	Leads or contributes actively with meaningful insights and thoughtful perspectives.	Participates well; adds value to the discussion.	Limited input or occasionally off-track.	Rarely participates or makes off-topic remarks.
Clarity and Organization of Thought	Highly structured and articulate arguments.	Generally organized and clear presentation of thoughts.	Somewhat disorganized; needs improvement in clarity.	Lacks structure; difficult to follow or interpret.

Scoring Guide:

- 22–24: Exceptional performance and deep leadership insight.
- 17–21: Strong grasp with opportunity for deeper linkage and creativity.
- 12–16: Developing skills; needs better analysis and integration.
- Below 12: Limited understanding; needs significant improvement.

Lab 6 - Team Building Games/Exercises

Criteria	Excellent (4)	Good (3)	Fair (2)	Needs Improvement (1)
Participation and Engagement	Fully engaged; contributes positively and supports team dynamics.	Actively involved; shows collaborative spirit.	Somewhat engaged; minimal interaction or passive participation.	Disengaged or disruptive; does not contribute to team effort.
Team Collaboration	Demonstrates outstanding coordination, cooperation, and role clarity.	Collaborates well; few issues in coordination or role understanding.	Some effort in collaboration; roles unclear or poorly executed.	Little to no teamwork evident; poor communication or conflict.
Understanding of Team Productivity	Identifies and articulates what made one team more productive.	Identifies productivity elements with moderate clarity.	Partially identifies productivity factors; may lack depth.	Unable to articulate or identify productivity factors.
Reflection and Discussion Contribution	Offers deep insights linking game dynamics to teamwork concepts.	Provides relevant observations during the discussion.	Shares limited or surface-level insights.	Rarely contributes or offers unrelated comments.
Connection to Conceptual Framework	Draws strong, clear links to theories of team building and effectiveness.	Links actions to key concepts with some gaps.	Makes weak or inconsistent conceptual connections.	No linkage made to theoretical or conceptual understanding.
Creativity and Problem Solving	Displays creativity and quick problem-solving during team challenges.	Demonstrates good problem-solving; occasionally relies on others.	Some problem-solving effort but lacks creativity or initiative.	No evident problem-solving or creative approach.

Scoring Guide:

- 22–24: Exceptional teamwork and deep conceptual reflection.
- 17–21: Strong team performance with thoughtful discussion.
- 12–16: Moderate understanding and participation; room for improvement.
- Below 12: Limited engagement and weak understanding of team dynamics.

Lab 8 - Mock meetings on topics given by the instructor (eg, continuous drop in sales; increasing customer complaints, etc).

Criteria	Excellent (4)	Good (3)	Fair (2)	Needs Improvement (1)
Preparation and Understanding	Demonstrates thorough preparation and strong grasp of the topic.	Well-prepared; good understanding of topic context.	Some preparation is evident; understanding is basic or incomplete.	Little or no preparation; poor understanding of the topic.
Role Fulfilment and Participation	Clear, effective role assumption; actively contributes throughout.	Plays a role reasonably well; contributes regularly.	Limited role clarity; contributes occasionally.	Passive or disruptive; unclear or absent role in the discussion.
Meeting Conduct and Structure	Meeting flows logically; agenda is clear and followed; excellent time mgmt.	Mostly organized with minor deviations from the agenda/time.	Some disorganization, agenda or time poorly managed.	Disorganized or chaotic; no agenda or time awareness.
Interpersonal Communication	Uses respectful, assertive communication; listens actively.	Communicates effectively; generally respectful and attentive.	Communication is inconsistent; some issues with tone or listening.	Poor communication, interruptions, disrespect, or inattention.
Critical Thinking and Problem Solving	Offers original, relevant insights and viable solutions.	Provides useful suggestions with moderate insight.	Repeats common ideas; solutions lack depth or feasibility.	Lacks contribution to problem-solving or derails discussion.
Team Collaboration and Group Dynamics	Highly collaborative; supports peers and fosters inclusive dialogue.	Generally cooperative and respectful.	Inconsistently collaborative; minimal peer interaction.	Detracts from group work; lacks cooperation.
Clarity and Professionalism	Speaks clearly and professionally; tone and manner are workplace appropriate.	Mostly clear and professional with occasional lapses.	Some clarity issues, unprofessional tone or language.	Poor clarity and professionalism; inappropriate language or tone.
Feedback Engagement (Post-meeting)	Offers and accepts constructive feedback with reflection and insight.	Engages in feedback positively; some reflection evident.	Minimal engagement with feedback; basic response.	Defensive or disengaged from the feedback process.

Scoring Guide:

- 28–32: Excellent meeting simulation; demonstrates workplace readiness.
- 21–27: Good performance with minor areas for growth.
- 15–20: Moderate performance; needs improvement in multiple areas.
- Below 15: Poor performance; lacks key skills for effective meetings.

Lab 10 - Understanding career progression through strong profiles from the professional world

Criteria	Excellent (4)	Good (3)	Fair (2)	Needs Improvement (1)
Selection of Professional Profile	The profile chosen is highly relevant, well-researched, and clearly linked to career progression.	Good choice of profile with relevance and adequate research.	Profile is somewhat relevant; limited depth in research.	Poor or unclear profile selection; lacks relevance or research.
Analysis of Career Path	Deep analysis of career movements and transitions, with insightful interpretation.	Clear analysis with some interpretation of transitions.	Basic description of career path; minimal interpretation.	Lacks analysis; mostly descriptive with little understanding shown.
Understanding of Career Concepts	Demonstrates excellent application of career theories, industry trends, or job market insights.	Good use of career-related concepts and understanding of trends.	Basic mention of relevant concepts; superficial understanding.	No meaningful connection to career concepts or trends.
Class Participation and Discussion	Actively engages in discussion; contributes insightful points on transitions and myths.	Participates regularly with relevant inputs.	Limited participation or mostly repetitive inputs.	Passive in discussion; no contributions.
Myth Busting and Critical Thinking	Strong critical examination of career myths; challenges assumptions with evidence.	Identifies and questions some myths thoughtfully.	Touches on myths but lacks depth or evidence.	Does not engage with myth-breaking or show surface-level thinking.
Assignment Completion	All required components are completed thoroughly and on time.	Most components were completed with care.	Some parts are missing or done with minimal effort.	Incomplete or not submitted.

Scoring Guide:

- 25–28: Outstanding work; demonstrates mature understanding of career development.
- 19–24: Solid performance with areas for refinement.
- 14–18: Basic grasp of career progression; needs deeper engagement.
- Below 14: Inadequate performance; little understanding demonstrated.

